

2024

Annual Report



A GLOBAL NGO NETWORK
FOR PRINCIPLED AND EFFECTIVE
HUMANITARIAN ACTION

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FOREWORD



ICVA’s Continued Commitment to Principled & Effective Humanitarian Action

As the humanitarian landscape grows increasingly complex, ICVA remains committed to principled, effective, and accountable humanitarian action.

In 2024, we concentrated on three key pillars: **forced displacement, coordination, and financing**, ensuring that NGOs remain equipped to respond to crises while upholding humanitarian principles.

Forced Displacement

Forced displacement remains central to our work. The scale of displacement in crises such as **Sudan, Gaza, Ukraine, and the Sahel** continues to challenge humanitarian actors. According to the Global Humanitarian Overview 2024, the UN and NGOs appealed for USD 46.4 billion to assist 180.5 million people across 72 countries, with the Middle East and North Africa region requiring USD13.9 billion – the largest total for any region, accounting for 30% of the global appeal.

Through our **NGO support initiatives, policy advocacy, and engagement with UNHCR and other key stakeholders**, ICVA amplified NGO voices to ensure protection, rights-based responses, and durable solutions for displaced communities.

Humanitarian Coordination

Strengthening **coordination** was another key priority. At the **ICVA 2024 Conference**, over 250 members and partners explored the theme of **trust, accountability, and credibility in coordination**. We critically examined existing humanitarian coordination mechanisms, questioned their effectiveness, and challenged ourselves to rethink how NGOs engage in global and regional response structures. Our work within the **Inter-Agency Standing Committee (IASC)** and humanitarian country teams ensured that NGOs had a strong seat at the table, influencing decision-making in key crises. Our NGO Fora Support programme remains a cornerstone to our work and central to our engagement with members.

However, it is imperative to acknowledge the **persistent challenges within the coordination landscape**: The 2022 State of the Humanitarian System report by ALNAP highlights that while the system relied on local and national NGOs during the height of COVID-19 restrictions, this did not result in a permanent rebalancing of power. Direct funding to local actors remained extremely low, fluctuating between a high of 3.3% in 2018 and a low of 1.2% in 2021. This underscores the need for a more inclusive and transparent coordination framework that genuinely empowers local actors.

Humanitarian Financing

Humanitarian financing remained a persistent challenge in 2024, with NGOs grappling with funding shortfalls, delays, and administrative burdens. The Global Humanitarian Overview 2024 indicates that despite rising needs, funding is dire, with significant gaps between appeals and actual funding received.

ICVA collaborated closely with partners, including the **Grand Bargain**, to advocate for more **flexible, accessible, and locally driven funding**. We supported members in navigating donor requirements and engaged in strategic dialogues to push for better financing models that meet the realities of frontline responders.

As we navigate these challenges, it is crucial for humanitarian NGOs to remain vigilant against the politicisation of aid. The integrity of humanitarian assistance is compromised when aid is used as a tool for political leverage, leading to erosion of trust and effectiveness.

Additionally, the status quo in coordination and the lack of transparency - from UN partnerships to donor conditionalities - must be critically examined. We must advocate for a system that prioritises the needs of affected populations over political agendas and ensures equitable partnerships.

ICVA’s General Assembly

At the **19th General Assembly**, ICVA members reaffirmed our shared commitment to principled humanitarian action. The election of a **new Board and Chair**, the adoption of the **Strategic Priorities 2025-2027**, and the approval of key amendments to ICVA’s governance framework all reflect a network that is **adapting to meet evolving challenges while staying true to its core values**.

Our responsibility

Looking ahead, humanitarian needs will continue to rise amid increasing financial constraints, geopolitical shifts, and climate-related crises. Our responsibility is clear: to support NGOs in navigating these challenges, advocate for more effective coordination and financing, and champion the rights of displaced and crisis-affected populations.

We thank our members, partners, and allies for their unwavering dedication. Together, we will continue working towards **a stronger, more inclusive, and accountable humanitarian system**.



Dr Jamie Munn
Executive Director



Ms Nimo Hassan
ICVA Chair



A SNAPSHOT OF OUR WORK IN 2024



We welcomed **13 new members in 2024**, bringing our global network to:

167 members



Members are working in

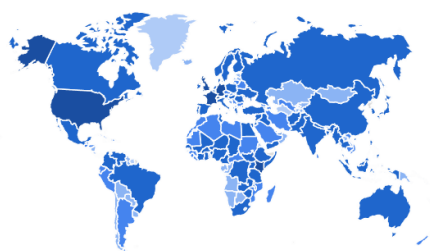
160+
countries



180,000+ visitors
to ICVA's website in 2024

Website visitors
logged on from

161
countries



20 NGO Fora supported with:

- ✓ Financial support
- ✓ Governance review
- ✓ Capacity strengthening initiatives
- ✓ Expert surge deployments
- ✓ Peer exchanges



120 +



NGO representatives joined ICVA's **Speakers' Bureau**



ICVA supported **100+** engagements at global and regional level to **influence humanitarian policies and practices**



20+
publications
released



400+ participants

Joined the **ICVA co-organised the RHPW in Bangkok**

160

senior humanitarian leaders joined our workshops on **humanitarian access.**

In 2024, we launched the:

- ✓ Community of Practice (CoP) on Due Diligence.
- ✓ The Country-Based Pooled Fund (CBPF) Resource Facility
- ✓ Climate and Environment Charter Secretariat

LESSONS LEARNED: STRENGTHENING HUMANITARIAN ACTION IN A CHANGING WORLD

Over the past year, ICVA's engagement across multiple forums, from the Grand Bargain to international coordination mechanisms, has reinforced key lessons that must shape future humanitarian action.

Coordination Must Be More Inclusive and Adaptive

Humanitarian coordination remains critical, yet it often fails to fully reflect the realities faced by NGOs, particularly national and local actors. Traditional coordination mechanisms remain overly bureaucratic, donor-driven, and resistant to reform. Trust deficits persist, limiting meaningful engagement and reinforcing structural power imbalances.

- **Inclusivity and responsiveness:** Coordination structures must be rethought to ensure they are not only more inclusive of local and national NGOs but also genuinely responsive to their needs and realities. This includes reducing bureaucratic barriers and shifting from rigid, top-down models to more adaptive and locally led approaches.
- **Strengthening NGO leadership in decision-making:** NGOs, especially local and national actors, must have a stronger role in shaping coordination outcomes. The effectiveness of coordination hinges on ensuring their voices are not just included but carry weight in decision-making processes.
- **Building trust:** Transparency, accountability, and a genuine commitment to power-sharing must be at the heart of coordination reforms. Without trust, coordination risks becoming an exclusive process that serves institutional interests rather than frontline needs.

- **Financing Needs to Be More Flexible and Equitable:** Financial constraints on NGOs continue to intensify, exacerbating existing challenges in humanitarian response. The increasing reliance on short-term, restricted, and unpredictable funding limits the ability of NGOs to operate effectively, build long-term capacity, and respond to crises with agility.
- **More direct, flexible, and multiyear funding is critical:** The humanitarian sector must move beyond rhetoric and push for structural shifts in financing. Donors must commit direct funding for frontline responders, reduce burdensome compliance requirements, and ensure greater flexibility in funding mechanisms.
- **Bridging the gap between global commitments and reality:** Despite policy commitments to localisation, national and local NGOs, and women-led organisations remain significantly underfunded. The gap between rhetoric and action must be addressed through more equitable financial models, including pooled funding mechanisms that genuinely prioritise local actors.
- **Addressing donor risk aversion:** Restrictive donor policies often undermine localisation efforts by placing excessive administrative and compliance burdens on local NGOs. A more balanced approach to risk-sharing is needed to enable local actors to access funding without disproportionate barriers.

Forced Displacement Requires a Rights-Based, Solutions-Oriented Approach

Protracted displacement remains a growing concern, with millions of forcibly displaced people trapped in cycles of vulnerability. The humanitarian sector must go beyond emergency responses and advocate for long-term solutions that uphold rights and dignity.

- Protection and legal pathways:**
Durable solutions for displaced populations require a stronger focus on legal pathways, integration support, and protection frameworks that extend beyond immediate humanitarian assistance.
- Engagement with refugee-led organisations (RLOs):**
Meaningful inclusion of displaced people and their representative organisations is essential. RLOs play a vital role in advocating for rights-based approaches, shaping solutions, and bridging humanitarian responses with long-term community-led strategies.
- Bridging humanitarian-development divides:**
Humanitarian responses to displacement must integrate long-term planning, including access to education, livelihoods, and sustainable development opportunities for displaced populations.

Trust and Accountability Are Critical for Partnerships

The power dynamics within humanitarian partnerships continue to be a source of tension, with INGOs and donors often retaining disproportionate control over decision-making and resource allocation. Strengthening trust and accountability within partnerships is essential to shifting towards more equitable collaboration.

- Addressing power imbalances:**
Partnerships must be based on genuine equity, where national and local NGOs are not just subcontractors but co-leaders in decision-making processes.
- Accountability beyond rhetoric:**
Strengthening accountability—both to affected populations and within humanitarian organisations—must remain a top priority. Supporting the revised Core Humanitarian Standard (CHS) is one step in ensuring that humanitarian actors uphold their commitments to quality, accountability, and principled action.

Climate Crisis Requires Stronger Integration into Humanitarian Action

The intersection of climate change and humanitarian crises is increasingly evident, yet humanitarian responses remain reactive rather than anticipatory. A more integrated approach is urgently needed.

- Collaboration across sectors:**
Greater collaboration between humanitarian, development, and climate actors is essential to create sustainable, risk-informed solutions. Humanitarian organisations must work alongside climate experts, governments, and local communities to build resilience and adapt responses to climate-related disasters.
- Climate finance for humanitarian action:**
Dedicated funding for climate adaptation and disaster risk reduction within humanitarian financing must be expanded to ensure preparedness and long-term sustainability.



Reaffirming the Centrality of International Humanitarian Law (IHL)

Humanitarian action is facing increasing politicisation, erosion of principled access, and blatant violations of IHL. The protection of civilians, humanitarian workers, and impartial humanitarian access must remain at the core of global advocacy efforts.

- Defending humanitarian principles:**
The targeting of civilians, attacks on aid workers, and restrictions on humanitarian access demand a stronger, more unified response from the international community.
- Holding violators accountable:**
The humanitarian sector must play an active role in documenting and challenging IHL violations while pushing for accountability at all levels.
- Advocating for principled humanitarian action:**
Humanitarian actors must resist pressures that compromise neutrality and independence, ensuring that aid remains needs-based and not subject to political or military agendas.



ICVA Contributed to the Development of the Professional Standards for Protection Work



ANNUAL CONFERENCE & 19TH GENERAL ASSEMBLY

Rethinking Coordination: Accountability, Credibility and Trust in Principled Humanitarian Action

ICVA's Annual Conference on 21 March 2024 in Geneva, gathered over 250 ICVA members and partners to explore how to rebuild trust in humanitarian action. Discussions focused on improving coordination, reassessing aid delivery mechanisms, and ensuring humanitarian principles guide responses in conflict zones like Ukraine, Gaza, Mali, Sudan and Burkina Faso.

Session 1 examined how humanitarian actors build or erode trust through their approaches for resolving [humanitarian](#) dilemmas. Insights from ICVA's [Principled Humanitarian Action Steering Committee \(PHASC\)](#), highlighted applications of humanitarian principles in complex contexts such as Iraq, Yemen and Afghanistan. See [Summary Report](#) and [recording](#).

Session 2 addressed the challenges NGOs face in responding to operational realities and strategies to enhance humanitarian assistance.

The conference concluded with the global launch of the revised [Core Humanitarian Standard](#), **reinforcing a collective commitment to accountability.**

- **Recordings of the Annual Conference sessions are available on [ICVA's website](#).**



Participants at the ICVA Annual Conference

ICVA’s outgoing & incoming board, Geneva March 2024



ICVA’s 19th General Assembly

The General Assembly, ICVA’s highest governing body, convened over 100 attendees, including 77 member organisations in person, and 30 members voting online.

The General Assembly addressed issues including:

- Requiring the General Assembly to approve ICVA’s audited financial statements on an annual basis.
- Mandating that at least one board member reside in Switzerland.
- Enhancing clarity on membership application, voting, and board governance.

Board and Chair Elections

The Nominations Committee, chaired by William Anderson of Sphere, oversaw the elections. Thirty member organisations nominated candidates for the Board elections, with nine elected to the Board. Ms Nimo Hassan of Somali NGO Consortium was elected Chair, succeeding Ms Jane Backhurst, who was recognised for her leadership of the Board over the last 3 years.

These changes align with Swiss law and were proposed to the General Assembly following a legal review of the Statutes. No additional amendments were proposed by members.

Strategic Priorities 2025-2027

The General Assembly approved ICVA’s [strategic priorities for 2025-2027](#). Drawn from ICVA’s 2030 strategic vision, the focus on forced migration, coordination, and financing, alongside the five cross-cutting areas.

Reaffirmation of Principles

Members reaffirmed commitments to the humanitarian principles, partnership, protection from sexual exploitation and abuse, accountability, and climate action – reinforcing best practices, transparency, and effectiveness in humanitarian work.

ICVA Statutes Updates

Members approved key amendments to the Statutes including:

- Making French the authoritative text alongside English.

‘To actively participate in a democratic process on the same premises as all other organisations, big or small, is for us an important responsibility and also has a strong symbolic value.’

ICVA member attending the General Assembly

STRATEGIC GOALS AND PROGRESS

As we conclude the **Strategic Priorities 2022-2024**, guided by **ICVA 2030**, this section reflects on key achievements and progress across our core focus areas.

Over the past three years, ICVA has worked to strengthen **NGO coordination, advocacy, and engagement** within the humanitarian system while ensuring that our network remains responsive to emerging challenges.

This section is structured into different chapters, each highlighting **ICVA’s strategic priorities and impact**:

- **Policy and Advocacy Engagement** – Examining ICVA’s work across forced migration, humanitarian financing, and coordination, ensuring that NGOs remain central in shaping policies and response frameworks.
- **NGO Fora Support Programme** – Strengthening the role of national and regional NGO networks in humanitarian decision-making and response.

- **Fostering Accountability** – Ensuring humanitarian actors uphold core principles of transparency, effectiveness, and accountability to crisis-affected communities.
- **Promoting Localisation and Advancing Inclusive Humanitarian Leadership** – Supporting more equitable partnerships and amplifying the voices of local and national actors in humanitarian action.

Looking to the Future

As we transition into the Strategic Priorities 2025-2027, ICVA remains committed to adapting to the evolving humanitarian landscape while staying true to our mission:

Supporting NGOs to collectively strengthen principled and effective humanitarian action.



ICVA & Members at Asia-Pacific Ministerial Conference on Disaster Risk Reduction in Manila, October 2024

POLICY & ADVOCACY ENGAGEMENT

Forced Migration

Introduction

In 2024 ICVA has actively coordinated NGO engagement with key stakeholders, including UNHCR, IOM, the UN Office of the Special Adviser (OSA) on Solutions for Internally Displaced Persons, and the World Bank Group. These efforts have directly influenced policies affecting the lives of forcibly displaced and stateless populations. Through advocacy and collaboration, ICVA and its members have shaped policies critical to humanitarian action and displaced populations. Through strategic advocacy, multi-stakeholder engagement, and regional coordination, ICVA continues to strengthen NGO influence in global forced displacement policy development.

Through coordinated initiatives, ICVA fostered dialogue between NGOs, UNHCR, and Member States, strengthening collective NGO influence on displacement policies. By convening NGOs, ICVA created a trusted space for collaboration, exchange, and advocacy, reinforcing the sector’s impact on key policy developments.

One of the key moments of this engagement was the **UNHCR 75th Executive Committee Meeting in October 2024**. ICVA hosted a side event titled *The Future of Action on Internal Displacement: NGO Perspectives*, which highlighted the importance of sustaining policy momentum for internally displaced persons (IDPs).

ICVA’s Engagement with UNHCR

In 2024, ICVA’s collaboration with UNHCR has been instrumental in amplifying NGO voices and ensuring their perspectives were integrated into global policy discussions on forced displacement.

Collective NGO Statements

In an unprecedented step, ICVA coordinated collective NGO statements, including one led by a refugee-led organisation—marking the first time such representation was featured in this forum.

ICVA co-organised the UNHCR Global Consultations in 2024



This statement emphasised the inclusion of refugees as institutional actors. Additionally, ICVA coordinated a [speech](#) on the Global Consultations with NGOs, reaffirming commitments to Solutions, Inclusion, and Gender Equality.

Beyond the Executive Committee Meeting, ICVA played a crucial role in the **UNHCR Standing Committee Meetings**, facilitating the delivery of nine NGO statements addressing [regional issues](#), and themes such as [protection](#), [statelessness](#), [durable solutions and complementary pathways](#) for refugees.

ICVA also led discussions during **UNHCR’s Online Consultations**, focusing on critical topics such as UNHCR’s decentralisation and regionalisation reforms, protection challenges in mixed movement settings, and the Refugee Coordination Model. These engagements ensured that NGO perspectives were well integrated into ongoing policy development efforts.

A significant milestone in ICVA’s work was the **UNHCR NGO Global Consultations in June 2024**, which ICVA co-organised with UNHCR.

The event brought together over 200 NGO representatives in Geneva to discuss key humanitarian priorities, including Solutions, Inclusion, and Gender Equality.

Participants developed [actionable recommendations](#) that will guide future humanitarian responses, ensuring that NGOs continue to shape and drive meaningful policy changes.

Through these initiatives, ICVA reinforced its commitment to strengthening NGO engagement with UNHCR, ensuring that displacement policies are shaped by those working most closely with affected communities.

ICVA’s Global Advocacy for Internally Displaced Persons (IDPs)

In 2024, ICVA led global advocacy efforts for internally displaced persons (IDPs), working closely with the [Office of the Special Adviser on Solutions to Internal Displacement](#) and supporting the implementation of critical frameworks. These included the [IASC Policy on the Protection of Internally Displaced Persons](#), and the [IASC independent Review of the Humanitarian Response to Internal Displacement](#).

The urgency of addressing internal displacement has not been this prominent since the adoption of the [Guiding Principles on Internal Displacement](#) in the 1990s.

ICVA: Building NGO Voice & Visibility

ICVA facilitates the participation of members and other NGOs in dialogue and decision-making fora at national, regional and global level to elevate the voice of NGOs and the communities they support.

In 2024, for the first time, a Refugee-Led Organisation - Refugees Seeking Equal Access at the Table (R-SEAT) - drafted and delivered a **collective NGO statement at the 75th session of** the United Nations High Commissioner for Refugees (UNHCR) Executive Committee meeting.

ICVA actively supports and enables this meaningful participation.



[Watch it here.](#)

As part of its advocacy efforts, ICVA co-facilitated **quarterly meetings with the OSA** alongside InterAction. These discussions focused on pressing regional challenges, including **climate-induced displacement** and the **transition of IDP-focused initiatives** beyond the OSA’s mandate. Through these dialogues, ICVA helped shape strategies to ensure continued attention to IDP issues even as institutional mandates evolved.

In addition, ICVA deepened its **engagement with the UN Special Rapporteur on the Human Rights of Internally Displaced Persons**, organising discussions on **climate-related displacement**.

These meetings emphasised the vital role NGOs play in supporting the Special Rapporteur’s missions and reports, ensuring that civil society perspectives remain integral to policy and response efforts.

By spearheading these advocacy initiatives, ICVA reinforced its commitment to keeping internal displacement high on the global agenda, advocating for durable solutions, and strengthening NGO contributions to policy and operational responses.

Collaboration with the World Bank Group

ICVA deepened its collaboration with the World Bank bridging development and humanitarian perspectives on forced displacement through a variety of meetings. The discussions at the **ICVA-World Bank Consultation in March 2024**, focused on integrating key findings from the [“World Development Report 2023: Migrant, Refugees, and Societies”](#) into policy approaches to migration.

ICVA in collaboration with InterAction facilitated **briefings with NGOs** dialogues on sustainable responses to refugee crises, emphasising the alignment of development and humanitarian efforts post the Global Refugee Forum.

ICVA East and Southern Africa and members participated in the discussions at the **World Bank Informal Consultation** on “*Migration: Africa’s Untapped Potential*” with ICVA presenting the closing remarks.

‘I really appreciate the diversity of the “side meetings” hosted by the Forced Migration Working Group, such as recent ones with the World Bank. It would be worth exploring whether members of the group could host similar activities.’

Forced Migration WG member

ICVA’s Forced Migration Working Group

A survey of FMWG activities July 2023 to July 2024 shows:

- 60% were very satisfied with the quantity and quality of information disseminated by the WG.
- Members are most interested with info on engaging UN, States, and NGOs.
- 60% were highly satisfied with the WG’s collective advocacy.
- The recommendations they provided on how to deepen ICVA’s and their roles in these engagements in the future will be useful as ICVA continues to adapt its ways of working to context and member needs.

Supporting Migrants in Vulnerable Situations

ICVA engaged with IOM during the [IOM - UN Migration's International Dialogue on Migration 2024](#), emphasising investments in regular migration pathways to promote dignity and security. ICVA also attended the **115th Session of the IOM Council** that also took place in November 2024.



Regional Engagements on Forced Migration

Europe:

To ensure that NGOs’ voices are included in critical regional discussions on forced displacement and migration, ICVA has facilitated key dialogues and meetings with stakeholders including:

- Partnered with UNHCR for **regional online dialogues** on refugee education, statelessness, and employment, education, statelessness, and employment. The April dialogue discussed best practices for integrating Ukrainian refugee children into national educational systems. In July there was a reflection on the I Belong Campaign to End Statelessness, shaping future actions within the Global Alliance to End Statelessness. In December, the dialogue focused on strengthening decent work prospects for refugees, raising awareness among businesses, and promoting the Refugee Employment Platform (REP).
- Facilitated NGO participation of 26 national NGO leaders at the European Humanitarian Forum (EHF) March 2024, where discussions focused on funding challenges, burden-sharing, IHL and flexible, quality funding for all crises.

‘We had conversations with regional colleagues about the need for a sustainable forum such as the EHF in our region, as well as to deepen the issues discussed at the EHF at regional and national levels.’

NGO Leader on EHF participation

-
- Led multiple sessions at the Humanitarian Networks and Partnerships Weeks (HNPW) April- May 2024 addressing: Ethical dilemmas in humanitarian action, contributing to a new decision-making guide by Humanitarian Outcomes; Localised humanitarian action and

national pooled funds, advocating for more flexible funding and risk-sharing; Rethinking humanitarian responses, co-hosting a session with FAO on creating a more adaptive, people-centred humanitarian system.

- Launched a new report on Localisation in Humanitarian Leadership at AidEX 2024 (October) and presented insights from its latest research on NGO-led initiatives to drive positive change in difficult environments.

East and Southern Africa

ICVA facilitated NGO participation in regional forums, and high-level dialogues with UNHCR and the World Bank on forced displacement and migration policies including the launches of regional refugee response plans for Sudan and South Sudan.

‘The main impact of this initiative was about speaking into context specific forced migration issues with humanitarian input from ground realities.’

ICVA member on engagements on Sudan

Asia and Pacific

ICVA prioritised advocacy for **Afghanistan** and **Myanmar**.

- In collaboration with ADSP, NGO contributions to regional initiatives such as the [Solutions Strategy for Afghan Refugees](#) (SSAR) approach to support the reintegration of Afghans who have been forcibly returned.
- Published a [Summary Analysis](#) of the multistakeholder pledges related to Asia Pacific made at the GRF 2023. Key areas for future advocacy include strengthening third-country solutions, improving civil registration, exploring alternatives to detention, and investing in national health and education systems for better burden-

sharing. A recurring theme was also the importance of meaningful inclusion of

- ICVA co-hosted the [Regional humanitarian Partnership week](#) (RHPW) with ADRRN, CWSA, and UNOCHA. The three-day event in December in Bangkok under the theme of ‘**Sparking Global Change through Local Solutions in Humanitarian Action**, was attended by over 400 participants from 300 organisations.

‘The event was a transformative experience, allowing us to engage with diverse stakeholders, share best practices, and explore innovative approaches to humanitarian challenges.’

RHPW 2024 Participant

- RHPW sessions emphasised the importance of locally led solutions, innovative financing, risk management, localisation, equitable partnerships, and climate change.

Middle East and North Africa (MENA)

Gaza:

- ICVA actively engaged in high-level discussions to address the humanitarian crisis in Gaza, convening dialogues with **OCHA, UNRWA, and donors** to tackle urgent operational challenges, advocate for humanitarian access, and push for ceasefires.
- As part of these efforts, ICVA participated in the **Kuwait Partnership Conference** and inter-agency discussions focused on establishing and securing aid routes to Gaza. During the conference, ICVA contributed to multiple panel discussions alongside NGO members, UN agencies, and other partners, assessing **humanitarian needs in the Gaza Strip** and recommending effective solutions.

refugees in domestic refugee policy discussions in third-country states.

- ICVA played a key role in **strengthening partnerships** and facilitating **knowledge exchange** among organisations engaged in humanitarian response, ensuring a more coordinated and effective approach to disaster relief.

Yemen:

- ICVA amplified NGO priorities, facilitating dialogue and ensuring Yemen’s humanitarian crisis remained a focus of international engagement.
- ICVA supported Joint NGO statements highlighting critical humanitarian concerns in Yemen, including the military escalation statement, and the economic crisis joint statement urging the international community to increase funding and support both immediate aid and long-term recovery efforts in Yemen.
- ICVA also facilitated pre-meeting consultations of members and NGOs operation in Yemen in advance of the Yemen Humanitarian Senior Officials Meeting VI (May) to discuss protection concerns, humanitarian access barriers, and localisation efforts. Together they produced collective priorities and recommendations for the sixth Officials Meeting process and outcomes, ensuring NGO concerns were reflected in the international policy discussions.
- ICVA contributed to a joint statement by 190 humanitarian organisations urging donors to stay committed to Yemen’s crisis response.

Syria:

- ICVA played a pivotal role in advancing coordination and policy discussions on the Syria crisis, advocating for a **unified Whole-of-Syria coordination approach** at the **Brussels Conference on Syria VIII (April)** and supporting the **Hear Our Voice Conference** (September) to enhance Humanitarian response strategies.



- As a key member of the **Hear Our Voice Conference Steering Committee**, ICVA’s MENA Regional Representative actively contributed to shaping the event, held on **September 3-4 in Amman**. ICVA collaborated with representatives from regional humanitarian networks from Syria, Lebanon, and Jordan. Together, these organisations worked to amplify the voices of Syrian civil society and strengthen collective advocacy efforts.
- The conference brought together Syrian civil society representatives from across Syria and those working with Syrian refugee populations in Lebanon, Jordan, Turkey, and the diaspora. It served as a vital platform for meaningful dialogue, fostering collaboration among humanitarian actors, and reinforcing the push for a more inclusive and locally led humanitarian response.

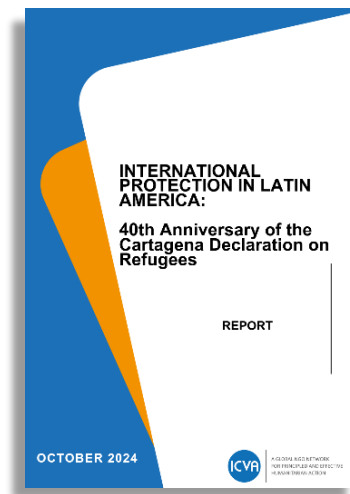
Latin America and the Caribbean (LAC)

ICVA played a key role in **Cartagena+40 consultations** contributing to the adoption of the *Chile Declaration and Action Plan (2024–2034)*, by advocating for durable solutions and fostering multi-stakeholder engagement.

As part of its efforts, ICVA:

- Led NGO consultations to shape discussions on social inclusion, resettlement, and return mechanisms, ensuring that civil society perspectives were well represented.

Report:



- Collaborated with LAREF Network to develop a regional protection analysis [report](#) providing critical insights to inform policy and response strategies.
- Engaged with key financial institutions, including the Inter-American Development Bank and the World Bank, to enhance support for displacement-affected communities.
- Contributed through the LAC RDM Coalition to address forced displacement caused by disasters and climate change, advocating for policies that strengthen resilience and long-term solutions.

Through these initiatives, ICVA reinforced its commitment to **advancing protection, inclusion, and durable solutions** for displaced populations across Latin America and the Caribbean.



Humanitarian Financing

Introduction

The humanitarian financing system continues to face significant challenges, including chronic underfunding, complex bureaucratic barriers, and limited direct access to funding for local and national actors. These issues hinder timely, effective, and equitable responses to crises, leaving frontline responders and affected communities struggling to meet urgent needs.

In response, ICVA demonstrates its commitment to addressing systemic funding challenges and promoting localised, efficient humanitarian responses through its work in humanitarian financing and engagement with the Grand Bargain. By facilitating dialogues, driving advocacy, and supporting key initiatives like [Resolution 2664](#), ICVA ensures the needs of affected communities and frontline responders remain at the forefront of global humanitarian efforts.

Through these initiatives, ICVA works to strengthen global humanitarian funding mechanisms, making pooled funds and cash voucher assistance (CVA) strategies more accessible, locally led, and responsive to the realities of humanitarian action.

In 2024, ICVA prioritised equitable humanitarian financing, advocating for systemic change and greater empowerment of local actors. Its efforts aligned with the Grand Bargain principles, focusing on bridging the humanitarian funding gap and improving aid efficiency and effectiveness to create a more sustainable and impactful humanitarian response system.

Grand Bargain Engagement

ICVA remains committed to the Grand Bargain, recognising the need for bold, transformative action to address structural funding challenges and shift power to local actors. However, the Grand Bargain's core role – closing the humanitarian funding gap and improving aid efficiency and effectiveness – remains unmet, requiring urgent collective action.

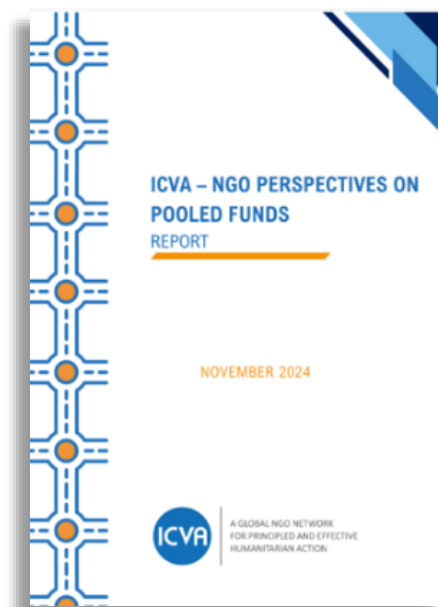
Key activities in 2024:

- Co-organised with CHS Alliance, discussions with key Grand Bargain Ambassadors on **people-centred participation**, fostering advocacy with donors, governments and parliamentarians.
- Advocated for localisation and transformed humanitarian financing for frontline workers at the **Annual Grand Bargain Meeting** (October). ICVA's [written statement](#) emphasised coordinated efforts and collective learning through the Communities of Practice on Due Diligence Reform and Risk Sharing.
- Provided **strategic engagement** and insights from its members at various Grand Bargain meetings, including Facilitation Group Sherpas Quarterly Meetings, Group Meetings with Grand Bargain Ambassadors, Grand Bargain Strategic Dialogue on Innovative Financing, and the Grand Bargain NGO Constituency Calls.
- Participated in the annual **self-reporting** contributing to key indicators on quality funding, localisation, participation, risk-sharing, gender, and caucus outcomes. Collaborated with Development Initiatives (DI) on the revision of self-reporting indicators.

Humanitarian Financing Working Group

A survey of ICVA’s Humanitarian Financing Working Group conducted in 2024 shows members’ unanimous appreciation for the collaborative environment of the Working Group. The most useful topics members engaged in related to UN partnerships, the Grand Bargain process, localisation, pooled funds, and data transparency.

The recommendations that members provided on future topics will be useful as ICVA continues to adapt its ways of working to context and member needs.



IASC Task Force 3 on Preserving Humanitarian Space

Despite its mandate ending in May 2024, IASC Task Force 3 continued to informally address sanctions and counter-terrorism policy challenges. This group examined aid diversion, incidental benefits, and their impact on public perception and political dynamics.

Key initiatives in 2024:

- **UN Security Council Resolution 2664:** Played a critical role in discussions on humanitarian exemptions to asset freeze measures, ensuring continued lifesaving aid under the ISIL (Da’esh) and Al-Qaida sanctions regime.
- **Webinars and Peer-to-Peer Exchanges:** supported IASC webinars facilitated by NRC and OCHA and co-hosted a peer-to-peer exchange in May, on bureaucratic challenges related to Resolution 2664.

Strengthening Pooled Funds

ICVA advocates for more inclusive and transparent pooled funding mechanisms to better serve NGOs and frontline humanitarian responders.

Key contributions in 2024:

- **Research and knowledge building on Pooled Funds:** collaborated with NRC, Save the Children, and the Danish Refugee Council on:
 - [Pooled Funding Models: Governance Systems Briefing Note](#) (February 2024): A study examining governance systems across various pooled fund mechanisms, providing insights into best practices.
 - [NGO Perspectives on Pooled Funds](#) (November 2024): Report documented NGO experiences, challenges, and recommendations for improved access and effectiveness of pooled funds.
- **Advocacy and engagement:** used research findings to engage NGOs, donors, and UN stakeholders in on enhancing pooled fund accessibility and efficiency.
- **Asia-Pacific Regional Pooled Based Funds:** convened members and partner networks to analyse lessons and emphasise proactive NGO engagement and capacity building for improved funding access. These insights inform OCHA’s development of new regional pooled based funds.



Jamie Munn & UNICEF’s Hazel De Wet at the UNICEF NGO Consultations, April 2024

NGO Policy Dialogue on Cash and Voucher Assistance (CVA):

In February 2024, ICVA co-hosted a round table with CALP, under BHA-CALP CVA Policy Dialogue process. The discussion focused on locally led and people-centred Cash and Voucher Assistance (CVA) strategies, identifying barriers and opportunities to scaling up. ICVA shared policy recommendations with donors and humanitarian partners to mainstream effective CVA approaches.

‘It has proven to be an effective channel for advocacy purposes and has served as an effective intermediary to negotiate collective demands from its members with UN agencies. It has been a very good platform to collect and systematise collective demands from its members.’

Humanitarian Financing Working Group member on the Working Group’s key strengths

Supporting CERF Under-Funded Emergencies Prioritisation:

ICVA and members contributed qualitative analysis and recommendations to CERF prioritisations, advocating to the IASC and ERC to direct funds towards the most urgent, underfunded crises.

Reducing Administrative Burdens in Humanitarian Finance

ICVA works to enhance funding accessibility, transparency, and efficiency for frontline responders.

Key initiatives include:

- **Engagement with UNICEF:** Co-hosted the [UNICEF-NGO Partner Consultations](#) in April, focusing on equitable partnerships and quality funding in the climate crisis. A follow-up online workshop in December reviewed UNICEF’s partnership cycle and contributed to an updated CSO-Facing Handbook.
- **Data sharing:** Commissioned Emergently to assess NGO data reporting practices to [IATI](#) and OCHA’s Financial Tracking Services ([FTS](#)), identifying barriers, and recommending improvements for better coordination and visibility.

- **Due Diligence Reform Community of Practice:** Launched in partnership with the LOCAL Consortium and Save the Children, to harmonise process, reduce duplication, and support local and national NGOs in navigating due diligence requirements.
- **Sanctions, regulations and derisking:** Contributed to the [ODI-HPG international dialogue series](#) on financial access challenges faced by NGOs due to sanctions and anti-money laundering (AML) policies. Conducted an NGO survey, advocating clearer communication and proactive engagement with financial institutions.
- **World Food Programme (WFP) engagement:** At the WFP Annual Partnership Consultation 2024 (October) ICVA stressed prioritising humanitarian needs over donor agendas, strengthening local NGO capacity and risk sharing, and promoting risk sharing in partnerships. ICVA also facilitated discussions between WFP's Operational Partnership Unit and NGOs on WFP's 2024-2026 strategic roadmap.
- **UNHCR on Partnership Templates and PROMS Rollout:** Engaged with UNHCR on revised Partnership Agreements and the PROMS (Project, Reporting, Oversight and Monitoring Solution) rollout, addressing concerns on data privacy and framework agreements.



In 2024, ICVA launched the Country-Based Pooled Fund (CBPF) Resource Facility.

Through financial and technical support, the facility supports local actors' engagement in CBPF Advisory Boards and in the Pooled Fund Working Group (PFWG) at global level.

The CBPF Resource Facility has provided a total of 1,000 USD stipends to local actors in 2024 as well as technical assistance and mentorship.

Humanitarian Coordination

ICVA strengthened the collective ability of NGOs to engage with and influence a range of existing or emerging coordination mechanisms, to ensure they are inclusive, contextualised and fit-for-purpose in supporting principled and effective humanitarian action.

Introduction

Through its focus on humanitarian coordination, ICVA supports NGOs and their partners to strengthen principled and effective humanitarian action. In 2024 ICVA directly and indirectly supported NGOs to actively engage in, influence or lead humanitarian coordination mechanisms from local to global levels. This helped to ensure coordination mechanisms are more inclusive, effective, and accountable.

Humanitarian action takes place in complex environments, where coordination is needed to support local, national and international NGOs and an increasing number and diversity of other actors operate more efficiently and effectively in relation to one another. When coordination does not function well, those most in need of assistance are at risk of being excluded, access challenges are compounded, and humanitarian workers are placed at increased risk.

In 2024 ICVA responded to a global environment of reducing funding and increasing needs by championing needs-based, principled assistance and emphasised the need to better link humanitarian action to development, climate, and peace agendas. ICVA worked to increase NGO influence in international coordination mechanisms and champion the role of NGOs and particularly local actors in the delivery of quality, accountable and effective humanitarian assistance.

Humanitarian Coordination Working Group

Through the ICVA Humanitarian Coordination Working Group, and sub-groups on Humanitarian Access, Humanitarian Programme Cycle and Principled Humanitarian Action, ICVA members were regularly engaged, informed, and asked to contribute on a range of humanitarian operational, policy and advocacy issues. ICVA continued to prioritise engagement with NGOs and NGO Fora in priority countries for detailed feedback to inform country specific discussions.

Strengthening NGO Representation within the IASC

Throughout 2024, ICVA expanded and diversified NGO representation within the Inter-Agency Standing Committee (IASC) system, reinforcing NGO engagement and leadership at global, regional, national, and local levels. By actively advocating for inclusive coordination mechanisms, ICVA ensured that NGO perspectives, particularly from local and national actors, were integrated into key humanitarian decision-making processes.

Global-Level Engagement

ICVA and its members played an active role in **IASC Principals, the IASC Deputies Group, the Emergency Directors Group (EDG), the Operational Policy and Advocacy Group (OPAG)**, and various task forces and subgroups.

Through its participation in these bodies, ICVA ensured that NGO voices shaped IASC policy and advocacy efforts, fostering a more inclusive and responsive humanitarian coordination system.

Regional-Level Engagement

ICVA also strengthened regional coordination mechanisms, ensuring that local and national NGO perspectives were well represented:

- **West and Central Africa:** ICVA played a key role in regional strategic coordination platforms, co-leading the Regional Inter-Agency Standing Committee (RIASC) with OCHA. This partnership ensured NGO inclusion in the Regional Access Roadmap, developed by the regional task force on access and humanitarian principles, co-led by NRC and OCHA.
- **Eastern and Southern Africa:** ICVA facilitated the launch of monthly consultations between UN agencies, INGO regional directors, and regional NGO networks, fostering stronger collaboration and policy alignment.
- **Asia and the Pacific:** ICVA actively participated in the IASC Regional Directors Group, ensuring that regional priorities remained central to humanitarian discussions. As a co-lead of the Emergency Preparedness Working Group and the AAP/PSEA Working Group, ICVA spearheaded regional response efforts, contingency planning, and country office support.
- **Latin America and the Caribbean:** ICVA engaged with multiple UN-led coordination mechanisms, including REDLAC (Regional Group on Risk, Emergencies, and Disasters for Latin America and the Caribbean) and R4V (Inter-Agency Coordination Platform for Refugees and Migrants from Venezuela), advocating for regional humanitarian needs.
- **Middle East and North Africa (MENA):** ICVA supported the IASC MENA Emergency Working Group, collaborating with OCHA ROMENA to facilitate NGO nominations and membership. As a result, seven regional NGO representatives joined the IASC MENA Emergency Working Group,

alongside the ICVA MENA team, ensuring a stronger NGO presence in regional humanitarian coordination efforts.

The Emergency Directors Group (EDG)

ICVA represented its members in the Emergency Directors Group (EDG), along with representatives from member organisations Norwegian Refugee Council (NRC) and Trócaire.

With support from ICVA members, interventions informed EDG support to a range of contexts, notably the situations in Sudan, Lebanon, Yemen, Syria and Haiti.

ICVA contributed to planning and implementation, and supported NGO representation in EDG-mandated support missions, including:

- An EDG mission to Sudan in March, where NGOs were represented by ICVA's Head of Coordination and EDG Representatives from NRC, World Vision and Interaction.
- An EDG mission to Myanmar in August with NGOs represented by Trócaire and SCHR.
- An EDG Regional Mission to MENA (Egypt, Jordan and Lebanon) in November with NGOs represented by EDG Representatives from NRC and World Vision.
- A Peer-to-Peer Support mission to Ethiopia in February/March, with NGOs represented by Africa Humanitarian Organisations Network and Care.
- A Peer-to-Peer Support mission to Mozambique in February, with NGOs represented by Small and Micro Enterprise Promotion Service (SMEPS) Yemen and NRC.
- A Peer-to-Peer Support mission to Chad in June, with NGOs represented by Tin Tua Association (Burkina Faso) and NRC

- A Peer-to-Peer Support mission to review the Whole of Syria Coordination Architecture in September, with NGOs represented by Somalia NGO Consortium (ICVA Chair) as well as Mercy Corps and GISF.

The analysis of the findings of these missions highlighted persistent operational, access, and capacity-related challenges linked to funding and to bureaucratic impediments. Persistent systemic challenges were again evident in 2024, including slow progress on localisation, inflexible operational coordination mechanisms, and the ongoing struggle to coordinate Humanitarian-Development-Peace action.

As follow up to EDG engagement in 2023, ICVA undertook two **support missions to Yemen** in June and November focusing on localisation, NGO coordination and broader system-strengthening issues. ICVA undertook a support mission to Chad in December to follow up on localisation-related recommendations.

Interagency Humanitarian Evaluations

Throughout 2024, ICVA supported its members to engage with the interagency humanitarian evaluations (IAHE). The [Afghanistan](#) and [Northern Ethiopia](#) IAHEs were published in June and ICVA supported NGOs while HCTs prepared management responses at country level.

At global level, ICVA joined other IASC members to request development of a Management Response to the **global, system-wide recommendations** from these IAHEs and this process was begun in late 2024.

The **Somalia and Türkiye/Syria IAHEs** are underway and will be concluded in Q1 2025.

ICVA contributed heavily to the [IASC Scale-Up Learning Paper: From Protocol to Reality](#) which was published in February. ICVA and SCHR jointly led on the follow up to this paper within the EDG, including to propose revisions to the Scale Up implementation to the EDG in December.

Country-level Engagement

At country level, ICVA championed the inclusion of local and national actors within Humanitarian Country Teams (HCT) and the leadership of NGOs across coordination structures.

Support to Principled Humanitarian Leadership

ICVA continued its support to the development of leadership capacity in collaboration with OCHA's HLSS. HLSS has implemented HCT onboarding sessions starting in 2023, with two sessions run that year and two sessions in 2024. Those sessions are aimed at all new HCT members, UN, NGO, donors and Red Cross movement, and aims at presenting the basics of HCT involvement and offering a space for open discussions on that topic. ICVA has joined since the second session of 2023 to provide an NGO perspective on these proceedings. Starting in 2025, the onboarding sessions will be extended with additional "coffee shops" every two months, with OCHA and ICVA animating discussions based on topics submitted by HCT members.

Meetings with Humanitarian Coordinators

Throughout the year, in Geneva, ICVA hosted briefings for members with Humanitarian Coordinators and Deputy Humanitarian Coordinators. Discussions focused on the specific challenges of leadership in the contexts, how coordination can better support NGO action, financing mechanisms, and the key advocacy messages that could be amplified from global level in support of the responses.



ICVA Coordination Publications

ICVA published two reports in 2024 related to local and national actors’ participation within HCTs: *Cracks in Coordination and Localisation in Leadership*.

Report

Cracks in Coordination provides an overview of the dynamics within Humanitarian Country Teams (HCTs), drawing on insights from over 30 NGO Forum Coordinators working in various humanitarian and nexus settings.

The findings reveal significant gaps in areas such as trust, healthy conflict, and commitment within these teams. Addressing these issues could enhance the effectiveness and outcomes of humanitarian responses for affected populations.



Report

Localisation in Humanitarian Leadership

Published in October, this report offers several key recommendations to enhance the inclusion of local and national actors in Humanitarian Country Teams (HCTs), including:

- **Establish regular dialogue** with local and national NGO leaders to foster mutual understanding and collaboration.
- **Set clear expectations:** HCs are encouraged to define and communicate

the roles and responsibilities of HCT members.

- **Promote equitable participation** by addressing language barriers and valuing local expertise.
- **Enhance capacity building** and invest in the training and development of local actors to enable them to engage more effectively in coordination mechanisms and leadership roles.
- **Address power dynamics** by recognising and adjusting existing power imbalances within coordination structures.
- **Implement practical support measures** by providing logistical support, such as funding for participation and access to information.

These recommendations aim to move beyond mere representation, striving for meaningful participation and leadership of local and national actors in humanitarian coordination structures.



Report

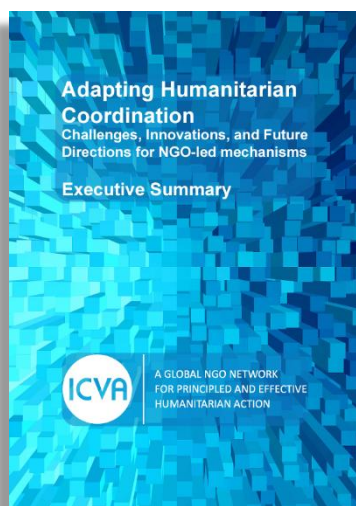
Adapting humanitarian coordination- Challenges and future directions for NGO-led Mechanisms

In August, ICVA published a report that looked at alternative NGO-led coordination models- This report is drawn from analysis of four current major humanitarian responses: Syria, Nigeria, Sudan and Myanmar, where there is

already active discussion of non-traditional coordination mechanisms in place.

The recommendations and analysis offer initial proposals on approaches that could support more contextually effective coordination and response in the future.

There is a significant opportunity for international actors to provide space and support to adapt coordination, leadership and response models – and particularly at points of acute or escalating crisis – in ways that promote stronger effectiveness and accountability.



IASC Advocacy and Communications Team

To support more collaborative, consultative and strategic communications and advocacy and build linkages between humanitarians from national, regional and global level, ICVA and OCHA co-chair the Advocacy & Communications Team (ACT).

‘It is a really useful space to bring together UN agencies, INGOs and national NGOs to get more information about specific emergencies.’

ACT member

In 2024, the ACT met monthly and provided weekly email updates to members. Members include UN agencies, NGOs, NGO networks, NGO fora and the Red Cross, Red Crescent Movement.

The ACT works to develop common narratives and coordinate complementary messaging to drive collective system-wide advocacy around priority issues and key events and identify advocacy opportunities and messaging on key crisis including Gaza, Sudan, Yemen, as well as explore collective strategies around humanitarian financing.

The Advocacy & Communications Team

A survey conducted among ACT members in 2024 shows that 88% of ACT members find the meetings relevant and interesting and 95% consider ACT a safe space for discussions.

Civil 7 Engagement

An important part of the Group of Seven (G7) political process is the dialogue with various interest groups, called Engagement Groups.

Civil 7 (C7) is one of the official Engagement Groups of the G7 and through the [C7 Communiqué](#) and C7 Summit advocates to the G7 members positions from global civil society around critical global policy concerns.

In 2024 under the Italian Presidency, ICVA co- led the C7 [Working Group on Principled Humanitarian Assistance](#) in collaboration with ICVA member INTERSOS.



NGO FORUM SUPPORT

Introduction

In 2024, the **ICVA NGO Fora Support Programme** continued its commitment to strengthening collective NGO action in humanitarian contexts worldwide.

As crises grew in complexity and scale, the role of NGO fora in fostering coordination, amplifying local voices, and influencing policy became even more critical.

Throughout the year, the programme provided tailored support to NGO fora, enhancing their governance, advocacy, and operational capacity. This support included capacity-building initiatives, funding opportunities, peer exchange mechanisms, and direct advisory assistance.

By fostering collaboration between national and international actors, the programme contributed to more effective, inclusive, and sustainable humanitarian responses.

Since 2017, ICVA has led the NGO Fora Support Programme working closely with partners like InterAction, the US INGO network, to enhance this support.

As ICVA continues to champion locally led, coordinated humanitarian action, we remain committed to empowering NGO fora as essential actors in shaping the humanitarian system.

NGO Leadership Exchange: Principles under Pressure

ICVA facilitated a National NGO Fora Leadership Exchange in Geneva on March 22-24, 2024. This event brought together five participants from the LAC region, three women and 2 men representing the Colombian Forum, Venezuelan Forum and the LAC RMD Coalition.

As part of the exchange, participants were invited to attend ICVA’s Annual Conference on March 2. One participant from Venezuela joined participants from Sudan and Burkina Faso as a panellist on the session “Rethinking Coordination: Accountability, Credibility and Trust in Principled Humanitarian Action.”

NGO Leadership Exchange, March 2024



The event provided a unique opportunity for leaders from 20 local networks to connect and exchange insights with Geneva-based organisations, including:

- Centre for Competence on Humanitarian Negotiation (CCHN) – Discussed navigating dilemmas and making principled decisions collectively.
- Geneva Call – Addressed humanitarian principles and the protection of civilians.
- OCHA P2P Team – Introduced P2P and OPR missions, with a focus on enhancing local actor inclusion.
- OCHA’s Accountability to Affected People (AAP) Advisor & the IASC – Explored localisation and AAP within the IASC system.

‘Discussions with donors gave me the chance to hear the donor perspective on issues pertaining to localisation, but also allowed to ensure my country situation is not completely forgotten.’

NGO Fora Leader

Additionally, participants had the opportunity to present the challenges they face in implementing **localisation** in their respective contexts to the G12+ Donors’ Group, fostering critical discussions on improving support for local humanitarian actors.

A survey of NGO Fora Leader participants shows they feel better able to represent humanitarian NGOs at national, regional and global level, and to promote humanitarian principles through their work following their participation in the various national NGO Fora Leadership Exchange events.

Supporting NGO Fora Governance

Good governance and accountability are the two pillars of a successful forum with strong member engagement.

ICVA offers tailored and on demand support to fora in various forms: a formal training session aimed at steering committees outlining the roles and responsibilities of this key governing body; reviews of existing terms of reference and statutes, offering advice on best practices and potential improvements; and peer-to-peer sessions with forum directors. This support is offered to both international and mixed fora, as well as to national platforms.

In 2024, ICVA has offered one or more of these services to fora in Armenia, oPt, Ethiopia, Sudan, Jordan, Yemen, DRC, Syria, Cameroon, Ukraine, Lebanon, and Chad.

Strengthening NGO fora engagement with the IASC

ICVA has been actively supporting NGO engagement with the Inter-Agency Standing Committee (IASC) at both global and country levels.

A key aspect of this work is ICVA’s collaboration with OCHA’s Humanitarian Leadership Strengthening Section (HLSS) on **Humanitarian Country Team (HCT) onboarding sessions**.

Since 2023, ICVA has co-facilitated these 90-minute sessions, which introduce new HCT members—including NGOs, UN personnel, and donors—to their roles and responsibilities within strategic decision-making processes.

Positive feedback from participants has highlighted the need for deeper discussions, leading ICVA and HLSS to introduce regular informal meetings starting in March 2025, providing a space for ongoing dialogue and peer learning.

Tailored Training

To further support NGO fora engagement with the IASC at the country level, ICVA has developed **on-demand training sessions** tailored for both international and national NGO fora. These two-hour sessions cover the IASC’s global structure, HCTs, Inter-Sector Coordination Nation Groups (ISCGs), clusters,

and area-based coordination, offering practical guidance on how NGOs can effectively navigate and influence humanitarian coordination mechanisms.

In 2024, ICVA delivered these trainings to Fora members in **Côte d’Ivoire, Togo, Benin, Burkina Faso, Myanmar, and Ukraine**, as well as to World Vision International staff through a customised advocacy-focused session.

Preparing for Peer-to-Peer missions

Additionally, ICVA provides targeted support for NGO engagement in **OCHA Peer-to-Peer (P2P) missions**. Before each mission, ICVA offers a concise 50-minute briefing to fora members, explaining the mission’s objectives and providing practical advice on maximising NGO input. In 2024, Chad and Syria benefited from these preparatory sessions, ensuring that local NGO voices were effectively represented in the P2P discussions.

Through these initiatives, ICVA continues to strengthen NGO participation within the IASC framework, ensuring that humanitarian coordination structures are more inclusive, informed, and responsive to the needs of affected communities.

Emergency Deployments for Coordination Support

Coordination is vital during emergency onsets to ensure the limited means available at the start of a crisis are put to their best use; however, the focus on operations and immediate response are often a barrier for NGO engagement in coordination systems. As such, ICVA has started offering emergency coordination support in those settings where existing NGO coordination structures are overwhelmed.

Gaza

ICVA has thus supported three consecutive deployments in oPt on behalf of the international NGO forum from December 2023 to March 2024. Based in Rafah and seconded to the NGO forum, the deployed resources provided vital information on field operations

and linked NGO operations to the larger coordination efforts led by OCHA.

Lebanon

From October to December 2024, ICVA also deployed a remote resource (based in Amman) to support the INGO forum in Lebanon during the escalation of the conflict. Seconded to the forum director, the ICVA resource supported coordination efforts with a specific focus on logistics and operations. The resource also supported the host transition process during that delicate period.

Multi-agency coordination mechanism

To help strengthen the ability of NGO coordination networks and operational agencies to respond during system wide scale-ups, in late 2024 ICVA has been building on recent operational support work to develop a multi-agency NGO led emergency and crisis coordination mechanism. This mechanism is intended to support global coordination of emergency response assistance through NGO networks, and to be able to deploy highly tailored and agile coordination services and technical support to in-country NGO networks during emergencies.

Regional Specific NGO Fora Support

Asia Pacific

ICVA worked closely with national NGO forums to support humanitarian coordination in various operations.

This included pre and post sessions with forums on the EDG missions to Myanmar; orientation for new HCT representative and Steering Committee Members, support for the annual review of operations, amplification of advocacy messages and linking forums to technical support on issues such as humanitarian negotiations and security.

In 2024, ICVA held two workshops with the Afghanistan and Myanmar forum members to help address access restrictions.

Additionally, ICVA and its member Airlink made their first trip to the Pacific, meeting [PIANGO network](#) members who established FALE coordination mechanisms - local first responders humanitarian assistance reaches

the local communities first. Meetings with Solomon Islands, Vanuatu, Tonga, Fiji, Samoa and Kiribati strengthened ICVA's understanding of local humanitarian coordination mechanisms. When the Vanuatu earthquake struck on 20 December, ICVA facilitated 24 FALE's access to resources and information to support localised response efforts.

Latin America and the Caribbean

ICVA facilitated the **annual Humanitarian Forums meeting** in Bogota, Colombia, on 26-27 September, bringing together NGO forums from Colombia, Venezuela, Haiti, Ecuador, Guatemala, and the LAC RMD Coalition. Discussions focused on governance, humanitarian architecture, financing, and coordination mechanisms. ICVA's financing team provided guidance on funding and coordination, fostering valuable exchanges and collaboration among NGOs and forums in the region.

'All the spaces for reflection and discussion were enriching and extremely conducive. I appreciate the trust and transparency.'

Annual Humanitarian Forum Meeting participant

Middle East & North Africa (MENA)

ICVA actively supported the **Association of International Development Agencies (AIDA)** in oPt by coordinating calls, deploying staff to facilitate logistical efforts, and providing operational support in Rafah. ICVA also remained actively engaged in advocacy groups, including the OCHA Jerusalem Advocacy Working Group, and by hosting regular NGO Forum Exchanges with partners in Jordan, Palestine, and Egypt.

East and Southern Africa

Sudan INGO Forum Member Retreat. In January 2024, ICVA's Executive Director and

ESA regional team joined a convening in Nairobi, organised by the Sudan INGO Forum. Moderated by the Forum, the meeting brought together INGOs operating in Sudan to discuss the evolving humanitarian crisis, regional impacts, and the Forum's role since the war began in April 2023. ICVA's Executive Director joined a panel to discuss the global humanitarian landscape and explore further the collaboration between ICVA and the Sudan INGO Forum.

Strengthening operational and advocacy capacity in South Sudan:

As an ICVA member, the South Sudan NGO forum benefitted from ICVA's NGO Fora Support programme, enhancing its technical capacity in collective advocacy, localisation, and climate impact programming. ICVA awarded two small grants to develop a five-year advocacy strategy and a capacity-building programme for LNNGOs in South Sudan.

An upcoming case study on ICVA's small grants approach highlights gains in knowledge and skills and strengthened agency of NGO and community stakeholders targeted by the small grant projects. The grants also enabled organisational and operational efficiencies within recipient organisations.

Additionally, ICVA provided a grant of USD 15,000 to HERO, a youth-led NGO working on WASH and disaster risk reduction. With ICVA's support, HERO piloted climate-smart agriculture initiatives, raised community awareness and engaged local leadership in Unity State for disaster risk management.

The project outcomes were shared with NGO Fora members to foster peer learning and strengthen climate advocacy efforts.



FOSTERING ACCOUNTABILITY IN HUMANITARIAN ACTION

Introduction

Accountability is central to effective humanitarian action, ensuring responses prioritise the needs and rights of affected populations while upholding core humanitarian principles. ICVA supports its members and the broader humanitarian sector in embedding accountability through advocacy, partnerships, and safeguarding efforts.

These efforts empower members to deliver principled, effective, and accountable humanitarian responses.

Key initiatives include:

- Strengthening adherence to International Humanitarian Law (IHL) and humanitarian principles,
- Promoting inclusive partnerships through the Principles of Partnership workshops,
- Preventing sexual exploitation and abuse (PSEA), ensuring diversity, equity and inclusion in the sector, and
- Advancing climate-conscious humanitarian practices.

ICVA’s Principles of Partnership Workshop in Colombia, February 2024



Advocating for adherence to IHL & Humanitarian Principles

ICVA champions policies and practices that protect humanitarian space, facilitate access, and uphold accountability. It equips NGOs to navigate operational challenges while maintaining principled stances, reinforcing a humanitarian system that prioritises access and protection for affected populations.

ICVA contributed to the fourth edition of *The Professional Standards for Protection Work*. ICVA also compiled inputs from members for the UN SG’s Recommendations on the UN SC Resolution 2730.

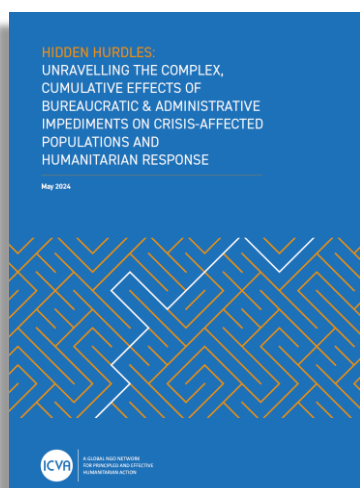
ICVA led discussions on principled advocacy at the CARE Global Humanitarian Advocacy Meeting, moderated panels at the GISF conference in Edinburgh and at the [INTERSOS Rome Humanitarian Congress](#).

Bureaucratic & Administrative Impediments

ICVA contributed to IASC Task Force 3 on counterterrorism measures and bureaucratic impediments, primarily by co-leading on the rollout of the IASC Bureaucratic & Administrative Impediments (BAI) Framework.

Report

Hidden Hurdles: Unravelling the Complex, Cumulative Effects of Bureaucratic and Administrative Impediments



In May, ICVA published a report to deepen understanding of the relevance and severity of different Bureaucratic & Administrative Impediments (BAI) on crisis-affected communities, humanitarian responders, and humanitarian response. ICVA in conjunction with the IASC Task Force 3 also developed [indicators for monitoring BAI](#).

Humanitarian Negotiations

In collaboration with the Centre of Competence in Humanitarian Negotiation (CCHN), ICVA co-hosted high-level workshops in conflict-affected regions (Afghanistan, Sudan, Myanmar, and Yemen), to strengthen NGO negotiation skills and address humanitarian access constraints.

Principled Humanitarian Action Steering Committee (PHASC):

ICVA established the PHASC to explore collective approaches to principled humanitarian action when navigating humanitarian dilemmas. The group developed a toolkit for principled decision making and hosted workshops in Afghanistan, Sudan, Myanmar, and Yemen.

‘The PHASC created a space for ICVA members to share challenges and discuss ways to enhance principled humanitarian action and how to advocate better.’

ICVA Member

ICVA also regularly convened the humanitarian access working group throughout 2024 with to identify and address internal and external challenges to humanitarian access constraints. Following the task force’s closure, ICVA’s work continues through the OCHA-led Global Humanitarian Access Working Group, ensuring continued advocacy for solutions to these impediments.

Strengthening Partnerships through the Principles of Partnership

Principles of Partnership (PoP) Workshops

ICVA organised four regional workshops on the [Principles of Partnership \(PoP\)](#) in Eastern and Southern Africa (November 2023), Asia-Pacific (December 2023), the Middle East and North Africa (January 2024), and Latin America and the Caribbean (February 2024), to enhance collaboration.

The sessions identified challenges such as funding transparency, unequal decision-making, complex compliance assessments, and insufficient risk-sharing mechanisms.

A total of 112 representatives from 102 organisations participated across the four regions, with evaluations showing improved knowledge and skills. Insights from these workshops will **inform an upcoming PoP policy brief**.

Recommendations included:

- Ensuring predictable and flexible funding.
- Promoting joint decision-making processes.
- Simplifying and harmonising compliance and due diligence.
- Strengthening risk-sharing commitments.
- Improving communication between partners and donors.
- Conducting organisational capacity assessments to provide tailored support.

ICVA's Principles of Partnership Workshop in Amman, February 2024



Strengthening Safeguarding and Protection from Sexual Exploitation and Abuse (PSEA)

Ensuring the safety, dignity, and rights of crisis-affected populations is a fundamental responsibility of humanitarian organisations. Protection from Sexual Exploitation, Abuse, and Harassment (PSEAH) is critical to maintaining trust and accountability in humanitarian response.

ICVA plays a pivotal role in strengthening safeguarding mechanisms, advocating for survivor-centred approaches, and enhancing the capacity of NGOs to address and prevent sexual exploitation and abuse. Through multi-stakeholder collaboration, training initiatives, and funding support, ICVA works to create a safer and more inclusive humanitarian sector.

Expanding PSEA Community Outreach and Communication

One of ICVA’s key initiatives in this space is the **Interagency PSEA Community Outreach and Communication Fund**, jointly led with UNHCR. Since its inception, the fund has supported 56 NGO-led projects worldwide, focusing on engaging marginalised and at-risk groups. In July 2024, the fifth round of the fund was launched with additional support from the Office of the Special Coordinator on Improving the United Nations Response to Sexual Exploitation and Abuse (OSCSEA).

This year’s call for applications received nearly 2,000 submissions from diverse humanitarian settings, underscoring the demand for PSEA resources at the local level.

Following a rigorous review by an interagency panel of experts—including representatives from IOM, UNICEF, Care International, CHS Alliance, and World Vision International - [nine grants](#) were awarded to projects focusing on adolescent girls, language minorities, persons with disabilities, individuals of diverse sexual orientations and gender identities (SOGI), and those in geographically isolated areas.

To ensure sustained impact, all project deliverables are made publicly available in an editable format through the [Deliverables Database](#), allowing organisations to filter by country, language, type of resource, and target group.

Strengthening Safeguarding Frameworks and Capacity

ICVA is committed to strengthening safeguarding practices across the humanitarian sector. As a champion of the **Common Approach to Protection from Sexual Exploitation, Abuse, and Harassment (CAPSEAH)**, ICVA works to align safeguarding policies globally. In partnership with the **Safeguarding Resource and Support Hub (RSH)**, ICVA has played an active role in enhancing safeguarding policies, co-leading workshops on survivor-centred SEA investigations, and mentoring civil society organisations (CSOs) in South Asia. These efforts aim to leave a sustainable set of resources beyond the hub’s closure.

At the regional level, ICVA co-chairs the **Asia Pacific Sexual Exploitation and Abuse (PSEA) Working Group**, reinforcing efforts to integrate safeguarding into humanitarian response. Through targeted workshops and training programs, ICVA strengthens NGO capacity, such as the **PSEAH workshop in South Sudan** and a regional **Training of Trainers (ToT) session in Nairobi**.

PSEA Resource Database

With over 300 communication materials to combat Sexual Exploitation and Abuse, ICVA has developed the largest database of PSEA Outreach Resources. The resources are available in over 60 languages,

By the end of 2024, over **14,530 people** have accessed the PSEA database.

Capturing Insights and Measuring Progress

To assess progress and identify ongoing challenges, ICVA partnered with CHS and SHCR to expand NGO participation in the **2024 UN-led global PSEA survey**. This initiative provides valuable insights into the state of safeguarding across humanitarian operations, helping organisations refine their approaches to protection and accountability.

Promoting Diversity, Equity, and Inclusion (DEI) in Humanitarian Action

In response to growing calls for greater inclusivity, ICVA partnered with **One Future Collective**, a youth-led feminist organisation based in India, to develop self-paced **DEI training modules**. The request for these modules emerged from ICVA’s 2023 Membership Meeting, where members highlighted the need for foundational DEI guidance and practical strategies to integrate DEI initiatives within their organisations. The [five-module training](#) is now accessible to all ICVA members, fostering a more inclusive and equitable humanitarian sector.

As part of ongoing efforts to promote safeguarding and inclusion, ICVA and **One Future Collective**, co-hosted a dedicated **session at the Regional Humanitarian Partnership Week (RHPW) 2024** in Bangkok, Thailand, on 11 December.

This session provided a platform for humanitarian actors to engage in critical discussions, connect local and regional safeguarding efforts with global frameworks, and identify pathways for strengthening inclusion.

The event featured speakers from **Humanity & Inclusion, the Safeguarding Resource and Support Hub (RSH), and the National Disability & Development Forum (NDF), a national NGO from Pakistan**. A key focus was on showcasing good practices and engaging participants in collaborative group work to advance safeguarding initiatives.

A Collective Responsibility

Addressing PSEA and safeguarding challenges requires collective action, sustained investment, and survivor-centred approaches. ICVA remains committed to supporting NGOs in building robust safeguarding mechanisms, ensuring that humanitarian action is not only effective but also safe, inclusive, and accountable to those it serves.

By fostering collaboration, strengthening capacity, and advocating for meaningful change, ICVA is helping to shape a humanitarian sector where protection and dignity are at the core of every response.

A PSEA awareness workshop supported by the PSEA Outreach Fund, led by FECONDE, a local NGO in DRC



Through radio broadcasts, training of PSEA focal points & an outreach campaign, FECONDE reached nearly 1 million people with PSEA messages.

Integrating Climate Considerations into Humanitarian Action

The increasing frequency and intensity of climate-related disasters have made it clear that humanitarian action must be climate-responsive. ICVA actively integrates climate considerations across its focus areas, fostering collaboration between humanitarian, development, and climate actors. By bridging these sectors, ICVA strengthens the resilience of communities facing climate-induced crises and ensures that humanitarian responses are informed by environmental sustainability and long-term adaptation strategies.

Climate and Environment Charter Secretariat

As part of its commitment to climate-responsive humanitarian action, ICVA hosts the [Climate and Environment Charter Secretariat](#), established with the support of **USAID/BHA and ECHO**, in collaboration with **IFRC and ICRC**.

The Secretariat provides technical guidance and facilitates knowledge-sharing for the growing number of **signatories to the Climate and Environment Charter**, helping organisations integrate climate and environmental considerations into their work. This initiative enhances coordination and strengthens the capacity of humanitarian actors to address climate challenges effectively.

Engagement in Global Climate Advocacy

ICVA plays a key role in advocating for stronger climate action at the global level. In 2024, ICVA facilitated **NGO consultations in March with the COP28 Presidency**, focusing on implementing the COP28 Action Agenda. In June 2024, ICVA participated in the [United Nations Climate Change Conference \(SB 60\) in Bonn, Germany](#), where it contributed to discussions on humanitarian responses to climate-related crises.

To push for ambitious and concrete climate commitments, ICVA also co-signed a [joint statement ahead of COP29](#), urging world leaders to take decisive action in addressing climate change's impact on vulnerable communities.

Strengthening Climate-Responsive Humanitarian Action

ICVA actively engages with the **IASC Sub-group on Climate**, supporting efforts to integrate climate adaptation and disaster risk reduction into humanitarian operations. In 2024, ICVA led consultations with **over 90 NGOs across multiple regions**, gathering insights to shape a roadmap for climate-responsive humanitarian action. These consultations help ensure that local and national NGOs have a voice in global climate policy discussions and that their perspectives inform strategic decision-making.

At the [Asia-Pacific Ministerial Conference on Disaster Risk Reduction 2024](#), ICVA contributed to regional climate action discussions, highlighting the importance of disaster preparedness and resilience-building. Additionally, ICVA partnered with **AIDMI and ADRRN** to develop climate action strategies for 2025, focusing on region-specific challenges such as extreme weather events and environmental degradation.

Advancing Climate-Resilient Humanitarian Action

As climate change continues to exacerbate humanitarian needs, ICVA remains committed to integrating climate considerations into its work, advocating for stronger global action, and building the capacity of local actors. By fostering collaboration between humanitarian, development, and climate sectors, ICVA ensures that the humanitarian system is better equipped to address the challenges of a changing climate while prioritising the needs and rights of affected communities.

PROMOTING LOCALISATION AND ADVANCING INCLUSIVE HUMANITARIAN LEADERSHIP

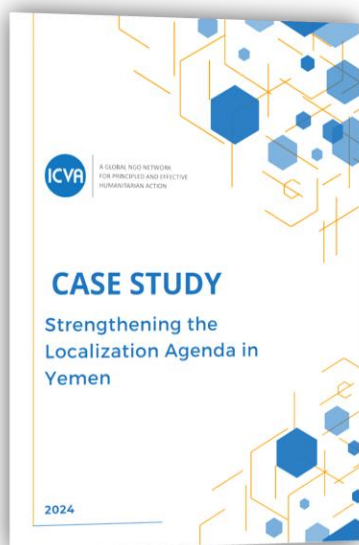
ICVA advocates for localisation, emphasising the leadership of local and national actors in humanitarian planning, decision-making, and response implementation.

This approach **shifts power and resources to local actors**, recognising their crucial role in delivering effective, sustainable and community driven solutions.

Localisation is embedded in ICVA's key focus areas - Forced Migration, Humanitarian Coordination, and Humanitarian Financing.

Beyond advocacy, ICVA strengthens the capacities of its members and local actors, equipping them to lead and shape the humanitarian efforts.

By championing fair, inclusive and people-centred systems, ICVA drives the power shift toward local actors while ensuring humanitarian responses remain impactful and contextually relevant.



Ensuring Local Actor Participation

ICVA is committed to amplifying local actors' voices in humanitarian leadership and decision-making.

ICVA maintains a dedicated [Speakers Bureau](#), to promote local voices in global platforms.

Through platforms like the UNHCR-NGO Annual Consultations, ICVA enables direct engagement between local actors, UN agencies, and donors, ensuring their perspectives shape policy discussions. At the Global Refugee Forum (GRF) and other UN-led processes, ICVA advocates for stronger local participation, reinforcing their role as key stakeholders.

In support of the Global Compact on Refugees (GCR), ICVA facilitated activities around the GCR Multistakeholder Pledge on Localisation, ensuring that commitments by governments, UNHCR, and other actors translate into action. ICVA also co-convened follow-up meetings to maintain momentum on 2019 GRF pledges, preparing for the 2025 High-Level Officials Meeting (HLOM).

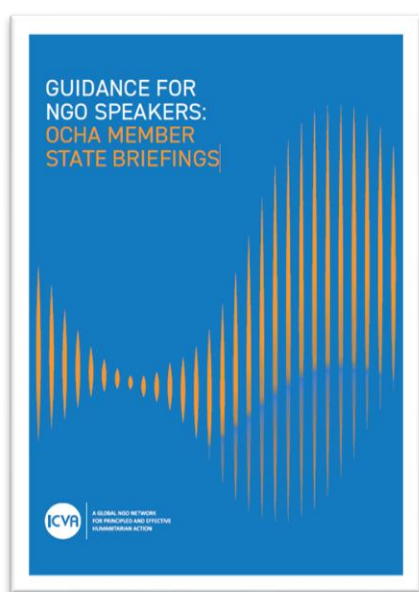
Influencing funding decisions

In 2024, the ICVA launched the Country-Based Pooled Fund (CBPF) Resource Facility supported by Switzerland, Norway, Luxembourg, and Ireland. This initiative enhances local NGO participation in key governance meetings, such as the meetings of the Pooled Fund Working Group (PFWG) biannual meetings and CBPF Advisory Board, ensuring local actors voices influence funding decisions.

Addressing Barriers to Engagement

To address barriers hindering local organisations' participation in international humanitarian events, ICVA hosted a May 2024 webinar, introducing practical solutions like early planning, partnerships, and budgeting for participation costs.

The event also introduced tools such as the [Standard Operating Procedures](#) and Member States Briefing Guidance to streamline local actors' inclusion in global forums.



ICVA Study: Advancing Local and National NGO Leadership in Humanitarian Coordination

ICVA's report, [Localisation in Humanitarian Leadership](#), examines whether the increasing presence of local and national NGOs' (L/NNGOs) in humanitarian coordination translates into meaningful engagement.

The study, conducted in Colombia, Ethiopia, Somalia, South Sudan, and Venezuela, assesses L/NNGO participation across key IASC coordination mechanisms, including Humanitarian Country Teams (HCTs), Inter-Cluster Coordination Groups

(ICCGs), Country-Based Pooled Fund (CBPF) Advisory Boards and Clusters

The report identifies good practices, barriers, and actionable recommendations to enhance L/NNGO leadership. It calls for moving beyond numerical representation, toward genuine and equitable engagement in decision-making.

IASC Task Force 5 on Localisation

As an active member of the IASC Task Force 5 on Localisation, ICVA helped advance local and national actors' leadership in humanitarian responses, with a particular focus on women-led organisations. The Taskforce, which concluded its mandate in May 2024, implemented guidance on measurable targets, progress tracking and best practices to operationalise localisation.

A key achievement was the publication of **14 case studies** showcasing meaningful participation by over **40 local actors** across diverse humanitarian contexts. These examples highlight how inclusive coordination enhances response effectiveness. Read the [full report](#).

The Task Force collaborated with the **Task Force 2 on Accountability to Affected Populations (AAP)** and the **Task Force 4 on the Humanitarian-Development-Peace Nexus (HDPN)**, to strengthen links between localisation, accountability and the nexus approaches. ICVA's contributions laid a solid foundation for ongoing localisation efforts.

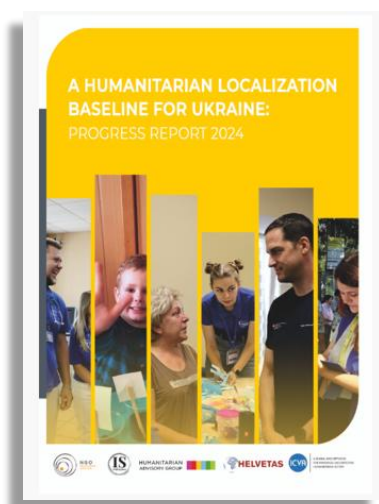
Evidence-Based Advocacy: Advancing Localisation Frameworks and Measurable Indicators

ICVA champions evidence-based advocacy to enhance local actors' leadership in humanitarian coordination.

By supporting frameworks and measurable indicators, ICVA has helped develop tools like the Localisation **Barometer and**

baseline assessments evaluating local actors' engagement, leadership and access to resources.

- **Ukraine Assessment:** ICVA's [localisation assessment in Ukraine](#) (2024), revealed progress in five of seven domains, particularly in capacity and participation, but persistent challenges in funding access and policy influence. The findings underscore the need for clear baselines to measure localisation progress over time.



- **Iraq:** ICVA, in collaboration with Iraq's Public Aid Organisation (PAO), conducted a localisation baseline study to establish benchmarks for tracking localisation progress in Iraq. This initiative aims to provide a robust evidence base that stakeholders can use to monitor humanitarian response developments and the country's transition towards stability, recovery, and development.

For both international and national actors, the study serves as a vital tool to assess the implementation of localisation commitments, identify challenges and opportunities, and advocate for greater accountability and meaningful change. It applies the localisation measurement framework originally developed by HAG and PIANGO, tailored to Iraq's context. This

framework offers a standardised approach to evaluating localisation progress across seven key domains: Partnerships, Leadership, Coordination and Complementarity, Participation, Policy Influence, Capacity, and Funding.

- **West and Central Africa Expansion:** In January 2024, ICVA expanded localisation initiatives in West and Central Africa, finalising the Localisation Barometer in Mali and Burkina Faso, and extending it to six additional countries across Lake Chad Basin and Central Africa. These efforts strengthen local engagement and provide p data-driven advocacy cross the region.

Driving Policy Change and Funding for Localisation

ICVA collaborates with international organisations, governments, and donors to ensure localisation remains a priority in humanitarian policies. A key focus is increasing direct funding to local actors, aligning with the Grand Bargain commitment to allocate at least 25% of humanitarian funding to local NGOs by 2025.

ICVA actively engages donors, gathers NGO feedback, and develops guidance to help local actors navigate the Grand Bargain framework, advocating for tangible funding shifts toward local leadership. ICVA also partners with the Start Network on the newly established **Community of Practice for Pooled Fund Managers**, fostering quarterly learning sessions and donor engagement.

Localisation through Regional Networks

ICVA strengthens regional dialogues and collaborative frameworks to promote locally led humanitarian response.

- **Asia-Pacific:** ICVA co-hosted a [virtual side event](#) with World Vision, at the Asia Pacific Forum on Sustainable Development, and co-hosted the 2024 Regional Humanitarian Partnership Week under the theme “Sparking Global Change through Local Solutions in Humanitarian Action”. This event, which saw over 400 participants from 61 countries, emphasised the importance of locally driven humanitarian responses and demonstrated the power of collective action in driving global change. ICVA continued its partnership with the AADMER Partnership Group to enhance localisation within ASEAN.
- **MENA:** ICVA supported local leadership coordination mechanism, co-moderated discussions on localisation at the 2024 Regional Refugee & Resilience Plan (3RP) Regional Planning Workshop in Amman. In Iraq, ICVA partnered with the Public Aid Organisation (PAO) to establish a locally led humanitarian-development platform aimed at fostering sustainable coordination and capacity building.
- **East Africa:** ICVA backed the South Sudan NGO Forum's localisation strategy fostering women, Women-Led Organisations leadership.
- **West Africa:** ICVA led the Regional Community of Practice (CoP) on Localisation, organising events for NGO forums to identify common challenges, and define joint advocacy priorities.

Inclusion of Marginalised Voices in Localisation Efforts

ICVA is committed to strengthening localisation efforts by prioritising women-led organisations (WLOs), community-based organisations (CBOs), and refugee-led organisations (RLOs). These groups play a crucial role in humanitarian response, ensuring that aid reaches those who need it

most in a way that is inclusive, culturally appropriate, and sustainable. By supporting these organisations, ICVA fosters locally driven solutions, amplifies marginalised voices, and enhances community resilience.

Women-led organisations are at the forefront of humanitarian action, yet they often struggle to access the resources and networks needed to scale their impact. To address this gap, ICVA has actively engaged with the regional Gender in Humanitarian Action (GIHA) group, launching a mapping initiative to increase WLOs' visibility and create new partnership opportunities.

In collaboration with UN Women, ICVA also facilitated a masterclass on accessing funding for women, girls, and LGBTIQ+ organisations, equipping them with the tools to navigate complex funding landscapes. Furthermore, as part of the GIHA Working Group, ICVA led workshops to integrate WLOs into UNICEF-led clusters focused on education, nutrition, and WASH, ensuring their voices shape essential service delivery.

A notable example of this commitment is the South Sudan Women in Humanitarian Leadership Initiative. In partnership with the South Sudan NGO Forum, ICVA provided training for 30 WLOs, enhancing their capacity in advocacy, coordination, and fundraising. By strengthening these organisations, ICVA empowers women leaders to take on decision-making roles in humanitarian response, fostering a more inclusive and effective aid system.

‘The training has enabled me to gain some basic skills in proposal writing, and I will implement them in our programming.’

Participant in Women Leadership Training



Refugee-led organisations are another critical pillar of localisation. These groups bring firsthand knowledge of displacement realities and play a key role in providing culturally sensitive and needs-based support. Recognising their importance, ICVA has participated in RLO funding roundtables, advocating for direct and flexible funding mechanisms. By ensuring RLOs receive the resources they need, ICVA helps shift power towards communities, reinforcing the principle that those closest to crises should be at the centre of response efforts.

Supporting WLOs, CBOs, and RLOs is not just a matter of fairness—it is essential for a more effective and equitable humanitarian system. By investing in these organisations, ICVA contributes to a future where local leaders drive change, communities build resilience, and humanitarian action is truly inclusive.

Advancing Sustainability and the Nexus Approach

ICVA promotes sustainable humanitarian action by strengthening collaboration across the humanitarian-development-peace (HDP) nexus.

Key contributions include:

- Co-chairing a **Global Community of Practice on Nexus**, supporting the Philippines Flagship Initiative
- Hosting a session on nexus tools for global cluster coordinators
- Supporting the [IASC’s Guidance Note](#) on advancing the Nexus approach, emphasising joint analysis and planning among humanitarian, development and peace actors.
- Contributing to the IASC’s [2024 Synthesis Report](#) summarising good practices in implementing HDP nexus approaches from 11 countries.

With the IASC Task Force on Humanitarian Development Collaboration concluded, ICVA is shaping the next phase of the Global Community of Practice, ensuring continued progress on nexus integration.

Leadership Programme for Local Women Leaders in South Sudan, July 2024



FINANCE

PricewaterhouseCoopers (PwC) audited the financial statements of ICVA for the year ended 31 December 2024. The audit was performed in accordance with Swiss Auditing Standards.

The Audited Financial Statements can be found on the ICVA website.

Balance sheet as of 31 December 2024 (in Swiss francs)

Assets	Notes	2024	2023
Current assets			
Cash and cash equivalents	6	1,850,395	990,654
Accounts receivable	7	274,634	535,738
Prepaid expenses and accrued income	8	326,363	272,881
Other current assets		23,399	25,351
Total current assets		2,474,791	1,824,624
Non-current assets			
Financial assets	9	499	497
Total non-current assets		499	497
Total assets		2,475,290	1,825,121
Liabilities			
Current liabilities			
Accounts payable		255,113	206,305
Accrued expenses	10	113,006	163,145
Deferred income		4,679	3,489
Short-term provision		-	-
Total current liabilities		372,798	372,939
Total liabilities		372,798	372,939
Restricted funds			
Specific project balances		1,670,071	1,087,580
Total restricted funds		1,670,071	1,087,580
Reserve			
General Reserve		364,602	618,871
Net result for the year		67,819	-254,269
Total reserves		432,421	364,602
Total liabilities		2,475,290	1,825,121

**Statement of Income and Expenses for the period ended 31 December
(in Swiss francs)**

	Notes	2024	2023
Net proceeds from Membership Fees and Grants			
ICVA Membership Fees		632,196	635,636
Unrestricted funds			
Germany - German Humanitarian Assistance of the German Federal Foreign Affairs		576,161	585,773
Switzerland - Swiss agency for development and Cooperation (SDC) – Department of Foreign Affairs		300,000	300,000
Sweden - Swedish International Development cooperation Agency (SIDA)		259,489	251,732
Norway - Ministry of Foreign Affairs		143,502	142,979
Denmark - Ministry of Foreign Affairs		-	62,610
Members' and partners' contributions to projects		181	-
Restricted funds			
United States - USAID's Bureau of Humanitarian Aid (BHA)		922,432	545,406
French Ministry for Europe and Foreign Affairs		468,877	-
Switzerland - Swiss agency for development and Cooperation (SDC) – Department of Foreign Affairs		274,000	299,925
United Nations High Commissioner for Refugees (UNHCR) - PSEA Fund		272,018	173,268
Danish Refugee Council		230,247	90,513
British Council		148,814	-
The Norwegian Ministry of Foreign Affairs		117,370	-
Belgium - Directorate-General for Development Cooperation		247,020	238,410
International Medical Corps		103,682	257,773
Grand Duchy of Luxembourg - Ministry of Foreign Affairs		147,657	239,231
Republic and Canton of Geneva - International Solidarity Service		80,000	80,000
Conrad N. Hilton Foundation		-	95,102
International Federation of Red Cross and Red Crescent Societies (IFRC) funded by European Union Humanitarian Aid		144,128	-
United Nations Children's Fund (UNICEF)		124,083	31,222
United Nations High Commissioner for Refugees (UNHCR)		95,169	47,080
United Nations (OSCSEA)		85,406	-
NORCAP (Norwegian Refugee Council)		71,550	-
European Civil Protection and Humanitarian Aid Operations (ECHO)		42,415	-
Global Support and Development (GSD)		24,983	-
Lush Handmade Cosmetics LLC.		18,184	-
Irish Aid - Department of Foreign Affairs (MFA of Ireland)		-	95,465
European Commission – Country Delegation of the European Union		-	42,464
Adam Smith International Ltd - Aid Fund for Northern Syria		31,802	-
UK Humanitarian Innovation Hub (UKHIH)		1,409	-
Swiss Solidarity/Chaîne du Bonheur		32,000	30,000
		5,594,775	4,244,589
Other operating income		56,279	134,303

**Statement of Income and Expenses for the period ended 31 December
(in Swiss francs)**

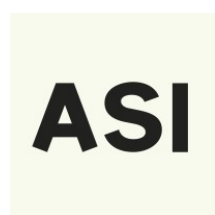
	Notes	2024	2023
Operating Expenses			
Staff costs		- 2,908,819	- 2,703,931
Grants to local non-profit organizations		- 447,840	- 223,375
External Services		- 687,490	- 620,147
Travel expenses		- 527,558	- 446,687
Premises charges		- 107,476	- 97,367
Communications		- 80,276	- 84,190
Meeting, teleconference and webinar costs		- 118,049	- 165,259
IT expenses		- 16,677	- 9,493
Administration and office costs		- 5,550	- 11,443
Maintenance, repairs and equipment		-	- 376
Other costs		- 48,575	- 30,391
Net result before financial income and expenses		702,744	- 13,767
Exchange rate result		- 44,267	- 10,620
Financial income		15	258
Financial expenses		- 8,182	- 6,443
Net result after financial income and expenses		650,310	30,572
Expenses from previous years	12	-	- 3,228
Net result before allocation to specific project balances		650,310	33,800
Reduction in Specific Project balances		3,100,755	2,045,390
Increase in Specific Project balances		- 3,683,246	- 2,265,859
Net result for the year		67,819	254,269

DONORS

ICVA is grateful to its membership and partners for dues, funding and other contributions and in-kind support. We thank the many ICVA members for sharing their time with staff, influence and initiatives for collective action.

We thank Finn Church Aid (FCA), the Asia Pacific Refugee Rights Network (APRRN), International Rescue Committee (IRC), Action Contre la Faim (ACF), and FM4 Paso Libre for their support in hosting the Regional Hubs through 2024.

We thank the following governments, UN agencies and philanthropic Foundations for their generous support in 2024.





- ❖ Adam Smith Institute
- ❖ Conrad N. Hilton Foundation
- ❖ Directorate-General for Development Cooperation of the Kingdom of Belgium
- ❖ European Commission – Country Delegation of the European Union
- ❖ Foreign, Commonwealth & Development Office (FCDO) of the Government of the United
- ❖ French Republic Ministry for Europe and Foreign Affairs
- ❖ Kingdom of Great Britain and Northern Ireland
- ❖ German Humanitarian Assistance of the German Federal Foreign Affairs
- ❖ International Geneva Welcome Centre - CAGI
- ❖ International Solidarity Service - Republic and Canton of Geneva
- ❖ Ministry of Foreign Affairs of Denmark
- ❖ Ministry of Foreign Affairs of the Government of the Grand Duchy of Luxembourg
- ❖ Norwegian Ministry of Foreign Affairs
- ❖ Swedish International Development cooperation Agency (SIDA)
- ❖ Swiss Agency for Development and Cooperation (SDC)
- ❖ Swiss Solidarity/Chaîne du Bonheur
- ❖ UN Children's Fund (UNICEF)
- ❖ UN High Commissioner for Refugees (UNHCR)
- ❖ United States Agency for International Development's Bureau of Humanitarian Aid (BHA)

The views expressed in this document do not necessarily reflect the views of the donors.

GOVERNANCE & MANAGEMENT

ICVA Board

- Ms Ghida Anani, **ABAAD – Resource Centre for Gender Equality**
- Mr Wossen Tesfaye, **Africa Humanitarian Action - Treasurer**
- Ms Tanya Wood, **CHS Alliance**
- Mr Marvin Parvez, **Community World Service Asia**
- Dr Ha Eun (Marcellino) Seong, **Good Neighbours**
- Mr Tufail Hussain, **Islamic Relief Worldwide**
- Ms Anne Reitsema, **Medair**
- Dr Unni Krishnan, **Plan International - Vice-Chair**
- Ms Nimo Hassan, **Somali NGO Consortium - Chair**

Elected for a three-year term in March 2024, the Board meets formally four times a year. Much of its work in 2024 was done through the standing committees of Finance & Administration and Membership.

During the year, Ms Tanya Wood replaced Steven Parkinson.

Managing Risks

The ICVA Board conducts an annual review of 25 risk criteria, accompanied by a work plan to mitigate or address the key risks.

The 2023 high risk concerns - including cybersecurity, multiple humanitarian crises exceeding staff capacity, and currency volatility- were downgraded in 2024 due to effective mitigation strategies.

For 2024, the most significant risk identified was a potential fundraising shortfall for 2025, which could impact budget coverage. Mid-level risks include:

- **Overcommitment and underachievement:** regular grant management meetings help monitor capacity vs deliverables.
- **Regional Staff support:** ensuring adequate support for regionally based staff remains a priority. Greater involvement from regional members in hosting ICVA staff would foster ownership of regional hubs.
- **INGO and NNGO partnership models:** Trust and accountability issues persist sector-wide, requiring ongoing attention.
- **Humanitarian crises exceeding capacity:** careful internal management of work plans is necessary to prevent burnout.
- **Foreign exchange loss:** Given ICVA's multi-currency operations, mitigation measures include expert advice from Fideola, UBS and Convera.

No safety, security, or fraud incidents were reported in our risk management process.

Protection from Sexual Exploitation and Abuse

ICVA upholds international minimum standards relating to preventing sexual exploitation, abuse and harassment, aligning with the Core Humanitarian Standards on Quality and Accountability, the IASC Minimum Operating Standards on Prevention of Sexual Exploitation and Abuse and the IASC Six Core Principles Relating to Sexual Exploitation and Abuse. In 2024, no allegations of sexual abuse and exploitation or harassment were reported to the ICVA Board and Secretariat.

All ICVA Secretariat employment offers are subject to satisfactory references and screening checks. ICVA participates in the Inter-Agency Misconduct Disclosure Scheme, requesting information from candidate's previous employers regarding any past findings or ongoing investigations related sexual exploitation, abuse and/or harassment.

Environmental Policy

Revised and adopted by the Board in April 2022, [the ICVA Environment Policy](#) establishes guidelines to minimise ICVA Secretariat's carbon footprint and environmental impacts within budget constraints. The Policy includes an implementation document outlining specific recommendations.

To offset emissions from air travel ICVA partners with [myclimate](#), a leading provider of CO2 offsetting and carbon offsetting services. ICVA also joined the [2050 Today Charter](#), a Geneva-based climate action forum that mobilises members to measure emissions and implement collective climate action.

Membership

ICVA's membership comprises humanitarian NGOs and NGO networks committed to principled humanitarian action. In the past year ICVA welcomed 13 new organisations, eleven organisations left, leaving a total of 167 members. Nearly half of ICVA's members are headquartered in Africa, Asia-Pacific, Latin America and MENA regions. Over the past 3 years membership has grown by 23 %, increasing from 137 to 167.

ICVA fosters active member engagement, with key indicators highlighting a strong and dynamic network. Over 80% of members subscribe to thematic and regional mailing lists, and more than 77 member organisations represented at the General Assembly in March, and over 20 nominations for the ICVA Board.

While better-resourced NGOs often engage more in working groups, ICVA prioritises direct feedback from national NGOs on regional and country-specific issues. Members demonstrate their commitment through document translation, joint fundraising proposals, and knowledge-sharing efforts.

ICVA Secretariat - Staff and Structure

The Secretariat consists of an office in Geneva and Regional Hubs in Asia Pacific; MENA (Amman) and Africa (Nairobi and Dakar) and a coordination for Latin America (Guadalajara/Mexico). The secretariat is comprised of 23 female staff and 6 males from 15 different countries. 18 staff members are in Geneva (inclusive of 2 in other European locations) and 11 are based in the regions.



List of ICVA Staff

Incoming in 2024

- Ms Reshma Adatia, Director of Network Engagement
- Ms Issie Basile, Forced Displacement Officer
- Ms Elise Baudot, Head of Humanitarian Financing
- Ms Camille Donnat, Monitoring and Evaluation Officer
- Ms Stephanie Louvier, Executive Assistant
- Ms Beatrix Masime, Grants Compliance Coordinator

Outgoing in 2024

- Ms Nishanie Jayamaha, Learning and Climate Change Programme Coordinator
- Ms Loise Dai Rocheteau, Senior Policy Officer Forced Migration
- Ms Mylene Soto, Office Assistant

Short term recruitments

- Ms Ella Dalgliesh
- Mr Damiano Toffano
- Ms Aicha Walet



Staff continuity

Name	Title
Dr Jamie Munn	Executive Director
Ms Aisha Ali	Operations intern
Ms Adeline Benita	Regional Representative West and Central Africa
Mr Albert Philip Burger	Policy and Practice Coordinator
Ms Manon Glaser	Policy Officer Humanitarian Financing
Ms Vania Gobbo	Policy Officer Humanitarian Financing
Ms Lina Gomez	Latin America and Caribbean Regional Coordinator
Ms Eman Ismail	Regional Representative for MENA
Ms Fatoumata Konate	Deputy Regional Representative West and Central Africa
Ms Nkirote Laiboni	Deputy Regional Representative for East and Southern Africa
Ms Edith Mecha	Associate Communications Officer
Ms Gabriela Miranda	Policy Officer Coordination
Ms Eileen Morrow	Head of Policy and Advocacy
Mr Alon Plato	Coordinator Policy and Advocacy
Ms Davina Said	Head of Forced Migration
Ms Keya Saha-Chaudhury	Regional Representative for Asia and the Pacific
Ms Asma Saleem	Deputy Regional Representative for Asia and the Pacific
Ms Mirela Shuteriqi	Director of Policy
Mr Addis Tesfa	Regional Representative for East and Southern Africa
Mr Jeremy Wellard	Head of Humanitarian Coordination
Ms Susan Wilding	Chief Operating Officer
Ms Fiona Wilkie	Operations Coordinator
Mr Nana Yaw	Cost and Management Accountant
Ms Stephanie Yousef	Deputy Regional Representative for MENA

ICVA Consultants		
Moumouni Wankoye	Emergentally GmbH	Mary Ndiritu
Ahmed Fadel Aboumaamar	Firefly Advisory Services Ltd	Sahr Nouwah
Maiga Mohamed Alhousseyni	Daniel Hamuli Glodie	Youssef Ouatarra
Zedoun Alzoubi	Nathani Gouh Pinabey	Yves Ouoba
Augustin Karume Baderha Gang	Alanna Hamblin	Issoufi Idrissa Ouzeiffa
Issie Basile	Kate Holland	Kazeem Owolabi
Joseph Benita	Ed Hughes	Alejandra Pineda
Helen Brooks	Prosper Jonathan Koffi	Sandstone Consulting
Bradley Bryron Lineker	Sosena Lemma	Chloé Schmitt
Martin Chatelet	Leo Complete Solutions	Ousmane Sow
Paul Knox Clark	LexisNexis Risk Solutions	Patrycja Stys
Emma Cliffe	Michele Lynn MacMillan	Carlos Gael Taponjou Kenfack
Sameer Daoudi	Alix Masson	Manisha Thomas
Ismaeel Dawood	Moraka Consultants LPP	Supawadee Thong-on
Marie Duprez-Campaoré	Susan Mukami Ngatia	Aicha Walet

LIST OF MEMBERS 2024

MEMBERS	COUNTRY
ABAAD - Resource centre for gender equality	Lebanon
Abs - Development Organisation for women and children	Yemen
ACBAR	Afghanistan
ACF - Action Contre la Faim	France
ACFID - Australian Council for International Development	Australia
ACT Alliance	Switzerland
Act for Peace	Australia
ACTED - Agence d'Aide à la Coopération Technique et au Développement	France
Action for development	Switzerland
Action for Humanity /former Syria relief	United Kingdom
Action for the Needy	Ethiopia
ActionAid International	South Africa
ADRA - Adventist Development and Relief Agency	USA
Africa Development Aid	South Sudan
Africa Humanitarian Action	Ethiopia
Afrique Secours et Assistance	Côte d'Ivoire
AIDMI - All India Disaster Mitigation Institute	India
AIRD - African Initiatives for Relief and Development	Uganda
AIRLINK	USA
Al Sham Foundation	Türkiye
AMEL Association	Lebanon
Amity Foundation	China
APRRN - Asia Pacific Refugee Rights Network	Thailand
ARDD - Legal Aid	Jordan
Association Malienne pour la Survie au Sahael, ONG-AMSS	Mali
Asylum Access	USA
Benevolence Coalition for Humanitarian Relief	Yemen
Bondeko Refugee Livelihoods Centre	Uganda
Bring Hope Humanitarian Foundation	Sweden
Building foundation for Development	Yemen
CAFOD - Catholic Agency for Overseas Development	United Kingdom
CARE International	Switzerland
Caritas Internationalis	Vatican City State
CCRM - Cross regional centre for refugees and migrants	Lebanon
CFSI - Community and Family Services International	Philippines
Christian Aid	UK
CHS Alliance	Switzerland
Church World Service	USA
Clear Global / TWB - Translators without Borders	USA

COAST Foundation	Bangladesh
Community World Service Asia	Pakistan
Concern Worldwide	Ireland
COOPI - Cooperazione Internazionale	Italy
CSSI - Centre de Support en Santé Internationale	Chad
DanChurchAid	Denmark
Direct Aid Society	Kuwait
Dóchas	Ireland
DRC - Danish Refugee Council	Denmark
Dutch Council for Refugees - VluchtelingenWerk Nederland	Netherlands
F4M Paso Libre Dignidad Y Justicia en el Camino	Mexico
Federation Handicap International	France
Finn Church Aid	Finland
Finnish Refugee Council	Finland
Foro Nacional por Colombia	Colombia
Foundation for Rural Development	Pakistan
Fraternity - International Humanitarian Missions (FIHM)	Brazil
Gargaar Relief and Development Organisation - GREDO	Somalia
Geneva Call / Appel de Geneve	Switzerland
Global Hope Network International	Switzerland
Global Interagency Security Forum - GISF	United Kingdom
Globalt Fokus	Denmark
GOAL Global	Ireland
Good Neighbours	Switzerland
GUVS - General Union of Voluntary Societies	Jordan
HAMI - Association for Protection of Refugee Women and Children	Iran
Hayata Destek / Support to Life	Türkiye
HelpAge	United Kingdom
HIAS	USA
Horan Foundation-HAVRAN DERNEĞİ	Türkiye
HQAI	Switzerland
Human Access	Yemen
Human Action International	Switzerland
Human Initiative	Indonesia
Humanitarian Response Network of Canada -HRN	Canada
IBC - International Blue Crescent Relief & Development Foundation	Türkiye
ICMC - International Catholic Migration Commission	Switzerland
ICRI - International Consortium of Refugees in Iran	Switzerland
IEDA Relief	USA
IHH - Humanitarian Relief Foundation	Türkiye
IMC - International Medical Corps	USA
IMPACT Initiative	Switzerland
Innovative Humanitarian Solution	Ethiopia

International Association for Human Rights Advocacy in Geneva	Switzerland
International Association for Refugees	USA
International Detention Coalition	Australia
International Islamic Charitable Organisation	Kuwait
International Refugee Assistance Project- IRAP	USA
International Water Well Aid Association	Türkiye
INTERSOS	Italy
IRC - International Rescue Committee	USA
Islamic Relief Worldwide	United Kingdom
ISRA - Islamic Relief Agency	Sudan
Japan Platform	Japan
JRS - Jesuit Refugee Service	Italy
KCOC - Korea NGO Council for Overseas Development Cooperation	Korea, Republic of
Kerk In Actie	Netherlands
Kids in need of Defense KIND	United States
LINK2007	Italy
LMMPO	Yemen
Lutheran World Federation	Switzerland
MACOSS - Mauritius Council of Social Service	Mauritius
Medair	Switzerland
Mercy Corps	USA
Mercy Hands Europe	Switzerland
MERCY Malaysia	Malaysia
Mothers School Society	Palestine
MUDEM - Refugee Support Centre	Türkiye
Nahda Makers Organisation	Yemen
National Foundation for Development and Humanitarian Response NAHR	Yemen
New World Hope Organisation	Pakistan
NGO-federatie and Acodev	Belgium
Non-governmental Organisation Resource Center	Ukraine
Nonviolent Peace Force	Switzerland
Nordisk Hjalp (Nordic Aid)	Sweden
Norwegian Church Aid	Norway
Norwegian People's Aid	Nowway
Norwegian Refugee Council	Norway
OFADEC - Office Africain pour le Développement et la Coopération	Senegal
Orphan Foundation / Yetim Vakfi	Türkiye
Oxfam GB	United Kingdom
Palestinian Non-Governmental Organisations Network	OPT
Peaceland Foundation	China
People in Need	Czech Republic
Plan International	United Kingdom
REDESO - Relief to Development Society	Tanzania

Refugee Consortium of Kenya	Kenya
Refugee Council of Australia	Australia
Refugee Council USA	USA
Refugee Solidarity Network	USA
Refugees International	USA
Refugees Seeking Equal Access at the Table	Canada
RefugeePoint	USA
RET International	Switzerland
Rumah Zakat Foundation	Indonesia
Ruwad al HouKou FR/ Frontiers Ruwad Association	Lebanon
Save the Children International	United Kingdom
Scalabrini International Migration Network	USA
Secours Islamique France	France
Settlement Services International	Australia
SHARP - Society of Human Rights and Prisoners' Aid	Pakistan
Solidarities International	France
Somalia NGO Consortium	Somalia
South Sudan NGO Forum	South Sudan
Sphere Association	Switzerland
Sphere India	India
STACO - Shaik Takir Azzawi Charity Organisation	Libya
Stichting Vluchteling	Netherlands
Sustainable Development Foundation	Yemen
Tamdeen Youth Foundation	Yemen
Télécoms Sans Frontières International	France
Terre des Hommes	Switzerland
The Border Consortium	Thailand
Titi Foundation	South Sudan
Trocaire	Ireland
Tzu Chi Foundation	USA
VENRO	Germany
War Child Alliance	Netherlands
WEFA	Germany
Welthungerhilfe	Germany
White Helmets	Netherlands
Women's Refugee Commission	USA
World Vision International	United Kingdom
YFCA	Yemen
Zamzam Foundation	Somalia
Affiliate member	
ALNAP	United Kingdom
Observer members	
ICRC - International Committee of the Red Cross	Switzerland
MSF - Médecins Sans Frontières International	Switzerland



A GLOBAL NGO NETWORK
FOR PRINCIPLED AND EFFECTIVE
HUMANITARIAN ACTION

Regional Hubs

Africa

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Dakar, Senegal

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